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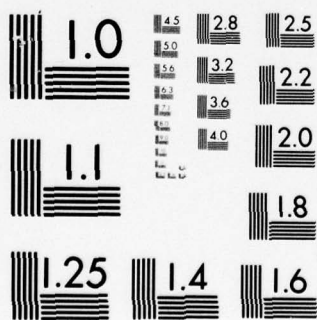
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DEPARTMENT OF DEFENSE

# BASE STRUCTURE ANNEX

To

Manpower Requirements Report  
for FY 1978

FEBRUARY 1977

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20. ABSTRACT (Continue on reverse side if necessary and identify by block number) This annex contains a report on the DoD base structure associated with the forces and personnel levels included in the President's Budget for FY 78. The base structure is identified by Military Service and regionally, by bases in the Fifty States, U.S. Territories and Possessions and foreign overseas areas.		

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## CHAPTER ONE

### DEPARTMENT OF DEFENSE OVERVIEW

#### I. INTRODUCTION

The Department of Defense is pleased to submit the first Base Structure Report to the Congress in compliance with Section 302, Public Law 94-361. This report is an Annex to the FY 1978 Defense Manpower Requirements Report (required to be submitted to the Congress each fiscal year under the provisions of Section 138(c) of Title 10, United States Code).

The report should be read and used in conjunction with the following related Department of Defense (DoD) FY 1978 reports which contain information on the DoD forces, personnel, funds, equipment and other resources needed for FY 1978 and beyond:

- The Report of the Secretary of Defense to the Congress on the FY 1978 Budget, FY 1979 Authorization Request and the FY 1978-82 Defense Programs.
- The Defense Manpower Requirements Report for FY 1978.
- The Military Manpower Training Report for FY 1978.

#### Reporting Requirement

This report on the DoD Base Structure is required to be submitted to the Congress under the provisions of Section 302, Public Law 94-361 which states as follows:

Paragraph (3) of Section 138(c) of Title 10, United States Code (requiring submission of the annual Defense Manpower Requirements Report), is amended by adding at the end thereof a new sentence as follows: "Such report will also identify, define,

and group by mission and by region the types of military bases, installations and facilities and shall provide an explanation and justification of the relationship between this base structure and the proposed military force structure together with a comprehensive identification of base operating support costs and an evaluation of possible alternatives to reduce such costs."

#### Content and Reorganization

This Annex contains a report on the DoD base structure associated with the forces and personnel levels included in the President's Budget for FY 1978. The Annex has been prepared with the intent of providing an understanding of the scope, size and purpose of the base structure as it exists at the present time. The base structure is identified in this report by Military Service and regionally, by bases in the Fifty States, U.S. Territories and Possessions and foreign overseas areas. Listed in the report are installations and activities which can be directly related to the force levels of the Military Services. Principal installations have been categorized and are discussed on the basis of their primary mission. The categorization of installations for this report has been developed based upon a classification system which uses Defense Planning and Programming Categories as the basic building blocks. For the most part, Reserve Centers, Reserve Component weekend training sites and other small properties are not separately identified. Also not included are separate properties used for housing sites, navigational aids, radar sites, etc. In addition to classification of the base structure, as part of the justification and explanation of the base structure, the major unit, activity or purpose of each separately identified installation is provided.

Base operations costs for each Service, as compiled from the DoD budget process, are also identified together with an explanation of actions being taken by the Defense Department to reduce such costs. Proposed actions which could affect the base structure and base operations costs are also highlighted and discussed.

The report is organized into five chapters as follows:

#### Chapter I - DOD OVERVIEW

This chapter provides an overview of the worldwide DoD base structure and includes an introduction to the report, discussion of the purpose of the base structure, explanation of the DoD Installation Defense Planning and Programming (IDPP) Categories, the scope, size and real property investment of the base structure, identification of recent changes in the base structure, base operations costs and actions taken to reduce these costs.

#### Chapter II to V - SERVICE BASE STRUCTURES

These chapters discuss in detail the relationship of the base structure to the Service force structures; the composition of base operations costs and the programmed expenditures for this area in FY 1978; actions taken to reduce annual base operations costs and the identification of principal Service installations worldwide categorized by primary mission, function, or activity in accordance with the IDPP Categories developed for this report. Chapter II provides the information on the Army base structure, Chapter III the Navy base structure, Chapter IV the Air Force base structure and Chapter V the Marine Corps base structure.



## II. PURPOSE OF THE BASE STRUCTURE

### Support of Military Forces

The DoD base structure exists to support the mission, forces and personnel requested by the President in his annual budget and approved by the Congress to meet peacetime, contingency and wartime requirements. The base structure consists of all land, real property improvements and facilities required by the various DoD Components to carry out their assigned missions and functions, both in the U.S. and in foreign overseas areas. Forward deployment of U.S. Forces is an integral part of our National security policy. U.S. Forces are deployed overseas on the basis of government to government agreements for mutual defense purposes and for the maintenance and furtherance of vital U.S. interests.

The DoD worldwide base structure will support the following major active force elements in FY 1978:

- o Army - 16 Divisions, six Separate Brigades, and three Armored Cavalry Regiments.
- o Navy - 13 attack and antisubmarine carriers; 12 Navy Attack Wings; 41 Polaris nuclear submarines; 52 Antisubmarine Warfare Patrol Squadrons; 73 nuclear attack submarines; 172 other warships and other associated ships.
- o Air Force- 1054 Intercontinental Ballistic Missiles; 24 Strategic Bomber Squadrons; 26 Tactical Air Wings; 17 Strategic Air-lift Squadrons; six Interceptor Squadrons and 30 Tanker Squadrons.
- o Marine Corps - Three Division/Wing Teams (including 30 Tactical Aircraft Squadrons).

In addition, the DoD domestic base structure supports the following major elements of the Reserve Component Force:

- o Army - Eight Divisions, 24 Separate Brigades, and three Armored Cavalry Regiments.

- o Navy - 28 surface combatant ships; 17 Anti-submarine Warfare Patrol Squadrons; and 16 Tactical Aircraft Squadrons.
- o Air Force - Ten Air Defense Interceptor Squadrons; 45 Tactical Aircraft Squadrons; 53 Airlift Squadrons; and 16 Tanker Squadrons.
- o Marine Corps - One Division and eight Tactical Aircraft Squadrons.

It should be pointed out that only the three Military Departments have the authority to acquire and hold real property (military installations). Accordingly, Defense Agencies and other Defense activities may operate and be responsible for military installations and properties but accountability for such properties rests with the three Military Departments. The properties used by these other Defense activities, therefore, are included in the appropriate Military Department real property inventory. For this reason, the base structure as delineated in this report does not include the Defense Agencies and activities which use Defense properties and installations.

#### Military Requirements

The size of the base structure is dependent upon many factors such as the number of active peacetime authorized military and civilian personnel; the peacetime forces approved for these manpower levels; force deployments overseas which are required to meet U.S. commitments; the approved Reserve Component force levels; the projected peacetime attrition rates for trainees; weapons technology; training methods; tactics; real property investment at existing bases; and contingency and mobilization requirements. In addition to these general factors, each of the force categories such as strategic forces, tactical air forces, airlift forces, etc., has special needs related to dispersion, air defense, redundancy, geography, weather, terrain, and other considerations which greatly affect the base structure.

Each of the four Military Services also has unique requirements which influence the size and composition of its base structure. For the Army, bases must encompass

large land areas in order to carry out required training and maneuvers. In general, the Air Force requires appropriately dispersed air bases with good flying weather, adequate and sufficient air space and proximity to training ranges for the most efficient peacetime training operations. The Navy must be located in properly dispersed shore complexes with ready access to deep water and the oceans. The Navy's airfields, therefore, should be clustered as close as possible to its primary port complexes. The Marine Corps, because of its amphibious landing missions must also be generally situated along the shore with sufficient land area available to carry out the required training.

Department of Defense policies dealing with such matters as the development and use of multi-mission bases, combined Service use of bases, and those related continuing programs and policies to more efficiently and effectively use the resources being made available to the DoD, also are factors in determining the size of the base structure at any one time.

The individual Military Services discuss the factors which determine the size of their base structures in greater detail in the following chapters.



### III. CURRENT DOD BASE STRUCTURE

#### Size of the Base Structure

The worldwide DoD base structure for FY 1978 will accommodate an active force of 2,089,006 military and 1,030,730 civilian personnel and consist of 5,822 separate installations and properties. These installations and properties range from the small, one-half acre of land for a navigational aid to the Army's Fort Hood, Texas, one of the largest and most heavily populated installations in the DoD inventory. Table I depicts the current total DoD properties and installations by Military Department and region (U.S., US Territories and Possessions and foreign overseas areas).

The worldwide installations and properties under the control of the DoD amount to 27,826,000 acres of land of varying interests with a total original real property investment cost of \$44.3 billion. The total acreage and real property investment by Military Department and by region are shown in Table II.

#### Recent Reductions in the Base Structure

Since the peak of the DoD force build up for the conflict in South East Asia in 1969, the active military and civilian personnel levels have been reduced from 3.5 million military and 1.4 million civilian personnel to the FY 1978 projected level of approximately 2.1 million military and 1.0 million civilian personnel. This overall 37 percent reduction in DoD personnel levels has resulted in the elimination from the worldwide base structure of approximately 1,650 installations and properties or a reduction of 22 percent during the period.

TABLE I  
DEPARTMENT OF DEFENSE  
MILITARY INSTALLATION SUMMARY  
30 JUNE 1976

	<u>FIFTY STATES</u>	<u>U.S. TERRITORIES AND POSSESSIONS</u>	<u>FOREIGN OVERSEAS AREAS</u>	<u>TOTAL</u>
ARMY	1290	30	973	2293
NAVY <u>1/</u>	673	24	67	764
AIR FORCE	<u>2191</u>	<u>32</u>	<u>542</u>	<u>2765</u>
TOTAL	4154	86	1582	5822

1/ Includes Marine Corps



TABLE II

DEPARTMENT OF DEFENSE  
REAL PROPERTY HOLDINGS  
30 JUNE 1976

(MILLIONS OF ACRES)

	<u>FIFTY STATES</u>	<u>U.S. TERRITORIES AND POSSESSIONS</u>	<u>FOREIGN OVERSEAS AREAS</u>	<u>TOTAL</u>
ARMY	12.146	.159	.382	12.687
NAVY <u>1/</u>	3.935	.078	.259	4.272
AIR FORCE	<u>9.328</u>	<u>.059</u>	<u>1.481</u>	<u>10.868</u>
TOTAL	25.409	.296	2.122	27.827

REAL PROPERTY INVESTMENT  
30 JUNE 1976

(\$ MILLIONS)

ARMY	\$12,020	\$ 455	\$ 740	\$13,215
NAVY <u>1/</u>	11,216	809	1,481	13,506
AIR FORCE	<u>14,795</u>	<u>499</u>	<u>2,277</u>	<u>17,571</u>
TOTAL	\$38,031	\$1,763	\$4,498	\$44,292
<u>1/</u> Includes Marine Corps				

#### IV. CATEGORIZATION OF THE DOD BASE STRUCTURE

##### Installation Defense Planning and Programming (IDPP) Categories

The provision of Section 302, Public Law 94-361 to group by mission the types of military installations, required the DoD to develop a logical installation classification system which could be integrated with other Defense programming classification systems. In order to make the installation classification system as practical as possible without developing an entirely new system, it was decided to adapt the Defense Planning and Programming Categories for this purpose in order to logically group the base structure by mission.

The Defense Planning and Programming Categories are derived from the same program elements as the Five Year Defense Plan (FYDP). These Categories are simply alternative groupings of the same resource elements which comprise the ten Major Defense Programs of the FYDP. The ten Major Defense Programs are:

1. Strategic
2. General Purpose
3. Intelligence and Communications
4. Airlift and Sealift
5. Guard and Reserve
6. Research and Development
7. Central Supply and Maintenance
8. Training, Medical and other Personnel
9. Administrative
10. Support of other Nations

In addition, the Defense Planning and Programming Categories enable classification of resources by mission activity as follows:

1. Strategic Forces
2. General Purpose Forces
3. Auxiliary Forces
4. Mission Support Forces
5. Central Support Forces
6. Individuals

This basic Defense resource identification system has therefore been converted into the Installation Defense Planning and Programming (IDPP) Category classification system depicted in Table III and the accompanying chart. The matrix depicted enables the grouping of the Defense base structure by installation primary mission or function. It should be noted that the matrix comprising the IDPP Categories (Table III) consists of the 10 Major Defense Program elements as the abscissa and has the various types of Defense Forces (missions) as the ordinate.

With six force activities representing the mission of installations and the 10 Major Defense Programs representing the functional categories of installations, the coordinates enable identification of the overall primary mission of installations. For example, a Naval Reserve Air Station used for Reserve Unit Training of Navy fighter squadrons would be classified as IDPP Category 205 since the units are Navy Tactical Air Units, a part of the General Purpose Force (ordinate 2) and part of the Reserve Components (abscissa 05). For a base with the primary mission of supporting such a unit in the active force, the IDPP Category would be 202, i.e., General Purpose Force, active Navy Tactical Air-General Purpose Program. Similarly, an installation primarily supporting Reserve airlift squadrons would be classified 205 but one which primarily supports active duty military airlift squadrons or wings would be classified 204. Another example would be a training base which is classified with an IDPP Category of 508 because it falls under Central Support Forces supporting a training function.

#### Problems Associated with the IDPP Category Classification System

There are difficulties in attempting to categorize military installations by mission and function. The IDPP



TABLE III

DEPARTMENT OF DEFENSE BASE STRUCTURE ANNEX  
INSTALLATION DEFENSE PLANNING AND PROGRAMMING (IDPP) CATEGORY CLASSIFICATION

DEFENSE PLANNING AND PROGRAMMING CATEGORIES	MAJOR DEFENSE PROGRAMS									
	O1 STRATEGIC	O2 GENERAL PURPOSE	O3 INTELL & COMINT	O4 AIRLIFT/ SEALIFT	O5 GUARD & RESERVE	O6 RESEARCH & DEVELOP	O7 CENTRAL SUPPLY & MAINT	O8 TRAINING MEDICAL & OTH PERS	O9 ADMIN & ASSOCIATED	10 SPT OF OTHER NATIONS
STRATEGIC FORCES 1	STRAT AIRCRAFT STRAT MISSILE SUB & NAVAL CIVIL DEFENSE		NAV MIL COM SYS		STRAT AIRCRAFT STRAT MISSILE	STRAT ACFT PROJ STRAT MISS PROJ COMBATIL PROJ SUBV & NAVAL PROJ				
GENERAL PURPOSE FORCES 2		DIVISION FORCES THEATER FORCES TACTICAL AIRCRAFT TAC AIR CONTROL NAVAL FORCES	TAC AIR CONTROL AEROSPACE RESERVE	TACTICAL AIRLIFT STRATEGIC AIRLIFT SEALIFT TRAFFIC RESIST	DIVISION FORCES THEATER FORCES TACTICAL AIRCRAFT TAC AIR CONTROL NAVAL FORCES AIRLIFT IAC & STRAT SEALIFT	DIVISION FCS PROJ TAC ACFT PROJ TAC AIR CONTROL NAVAL FCS PROJ NAVAL FCS PROJ				
AIRLIFT FORCES 3			INTELLIGENCE COMMUNICATIONS CRYPTANALYTICAL		INTELLIGENCE COMMUNICATIONS CRYPTANALYTICAL	RESEARCH PROJECTS EXPLOR DEV PROJ ADVANCED DEV PROJ END DEV PROJECTS MANAGEMENT	EARLY TEST RANGE			NAVO INFRASTRUCT NAVAL LOGISTICS MILITARY ASSISTANCE
RESERVE SUPPORT FORCES 4	BASE OPERATIONS BASE COM COMBAT TRAINING COMMAND	BASE OPERATIONS BASE COM COMBAT TRAINING COMMAND	BASE OPERATIONS BASE COM AIR TRAFFIC CTRL COMMAND	BASE OPERATIONS BASE COM COMBAT TRAINING COMMAND	BASE OPERATIONS BASE COM COMBAT TRAINING COMMAND END BASE UNITS					INTERNATIONAL HQ
CENTRAL SUPPORT FORCES 5	BASE OPERATIONS AERIAL COM LOGISTIC SUPPORT	BASE OPERATIONS AERIAL COM LOGISTIC SUPPORT	BASE OPERATIONS BASE COM COMPTINT/INTEL INVESTIGATION NUCLEAR ACT		BASE OPERATIONS MEDICAL RECRUITING TRAINING COMMAND LOGISTICS	MEDICAL PROJECTS MANPOWER PROJECTS	BASE OPERATIONS BASE COM COMMAND CENTRAL SUPPLY CENTRAL MAINT OTHER LOG SPT	BASE OPERATIONS BASE COM MEDICAL RECRUITING EDUCATION & TRNG COMMAND	BASE OPERATIONS BASE COM COMMAND PUBLIC AFFAIRS OTHER ADMIN FED ACT SPT	
HEADQUARTERS 6	COMD TWO STUDENTS	COMD TWO STUDENTS		COMD TWO STUDENTS	RECRUIT TWO STUDENTS			TRAINING PATIENTS PROPHYLAXIS TUMORS STUDENTS LABOR		

PROGRAM ELEMENT GROUPINGS

INSTALLATION DEFENSE PLANNING  
AND PROGRAMMING (IDPP) CATEGORIES

<u>IDPP</u>	<u>CATEGORY</u>
101	Strategic Forces - Strategic
103	Strategic Forces - Intelligence and Communications
105	Strategic Forces - Guard and Reserve
106	Strategic Forces - Research and Development
202	General Purpose Forces - General Purpose
203	General Purpose Forces - Intelligence and Communications
204	General Purpose Forces - Airlift/Sealift Forces
205	General Purpose Forces - Guard and Reserve
206	General Purpose Forces - Research and Development
303	Auxiliary Forces - Intelligence and Communications
305	Auxiliary Forces - Guard and Reserve
306	Auxiliary Forces - Research and Development
307	Auxiliary Forces - Central Supply and Maint. (Eastern Test Range)
401	Mission Support Forces - Strategic
402	Mission Support Forces - General Purpose
403	Mission Support Forces - Intelligence and Communications
404	Mission Support Forces - Airlift/Sealift Forces
405	Mission Support Forces - Guard and Reserve
502	Central Support Forces - General Purpose
503	Central Support Forces - Intelligence and Communications
505	Central Support Forces - Reserve and Guard
506	Central Support Forces - Research and Development
507	Central Support Forces - Central Supply and Maintenance
508	Central Support Forces - Training, Medical and Other Personnel
509	Central Support Forces - Administration and Associated Activities
601	Individuals - Strategic
602	Individuals - General Purpose
603	Individuals - Intelligence and Communications
604	Individuals - Airlift/Sealift Forces
605	Individuals - Guard and Reserves
608	Individuals - Training, Medical and Other Personnel

Category classification system is a simplistic approach to a complicated problem. This classification system can only be used to group military installations by their primary missions. Accordingly, with the DoD policy of evolving increasingly to large multi-mission bases, the other vital missions at such bases are not identified. For example, Little Rock Air Force Base, Arkansas, is classified by IDPP category as 204 - General Purpose Forces - Tactical Airlift, which is its primary mission activity. However, the base also has a very vital strategic missile mission which is not identified with this base under the IDPP category classification system. This system also does not enable identification of the significant presence of another Service at an installation as a tenant. Only the development of a much more detailed and complicated classification system would enable the identification of multi-mission military bases by secondary, tertiary and other missions. Despite these drawbacks, it is considered that the IDPP category classification system is a useful means of identifying installations by their primary support missions.

In addition, another anomaly in installation classification should be recognized. As stated previously, Defense develops its budget by aggregating resources into the 10 Major Defense Programs (abscissa of Table III). Accordingly, all resources to be expended for "base operations" are contained in Mission Support Forces. In essence, the installation exists to support the assigned mission forces (ordinate 400 of Table III). Therefore, if the funding source was to be used to classify installations, all of them would be in the 400 category. Such a classification would be virtually meaningless since it would not enable identification of the purpose of an installation such as Little Rock Air Force Base (i.e., to support General Purpose Forces - Active Airlift Units - IDPP Category 204), but merely its resource category. For this reason, the classification system to group the base structure has been developed for the primary mission of the installation rather than the resource category.

#### Regional Classification

The DoD base structure has also been classified by region, which together with the IDPP Category classification system and the actual location of each military base enables identification of the purpose, region and location of each



principal base. The regional classification for the military base structure is based upon the location of a military base in the Fifty States, U.S. Territories and Possessions or foreign overseas areas.

#### Categorization of Military Installations

The four Military Services, in the following Chapters, have identified and grouped their principal installations and associated important properties using the IDPP Category and regional classification systems developed for this report. Each such installation is identified by name, location of nearest city, state, county or area, and its major unit, activity or function. Within each IDPP Category grouping, the installations are listed by regional location (Fifty States, U.S. Territories and Possessions, and foreign overseas areas). A narrative explanation and justification by IDPP Category of the base structure in relation to the force levels is also presented in each of the following four Military Services Chapters.

#### Summary of the DoD Base Structure

A summary of the grouping of the principal installations and associated important properties identified by the four Military Services is contained in Table IV. This table indicates that the principal military installations comprising the DoD base structure consist of 772 active principal military installations and their associated properties together with 15 inactive installations. The inactive installations are primarily industrial plants. Of the 772 installations, 467 or 61 percent of the total number are in two categories: General Purpose Forces for support of Army Divisions, Naval Forces, and Tactical Air Forces and Central Support Forces for Education and Training.

Table IV also indicates that 269 of the installations are located in foreign overseas areas with by far the vast majority of these in Germany for support of our Forces deployed with NATO. It should be noted that 203 or almost twice as many General Purpose Forces installations exist in foreign overseas areas, as do for the same category in the Fifty States (i.e., 107). This may appear unusual at first glance, since most of the installations in this category are Army facilities and the Army has 10 active divisions in the

TABLE IV  
SUMMARY OF NUMBER OF DEFENSE INSTALLATIONS, ACTIVITIES AND PROPERTIES WORLDWIDE<sup>1/</sup>

MISSION CATEGORY (IDPPC)	FIFTY STATES		US TERRITORIES AND POSSESSIONS		FOREIGN OVERSEAS AREAS		TOTAL	
	ACTIVE	INACTIVE	ACTIVE	INACTIVE	ACTIVE	INACTIVE	ACTIVE	INACTIVE
STRATEGIC FORCES								
- Strategic (1101)	33	-	1	-	-	-	34	-
- Intell & Comm (103)	1	-	-	-	-	-	1	-
- Guard & Reserve (1105)	1	-	-	-	-	-	1	-
- Research & Devlpt (106)	1	-	-	-	-	-	1	-
GENERAL PURPOSE FORCES								
- General Purpose (202)	107	-	5	-	203	-	315	-
- Intell & Comm (203)	-	-	-	-	-	-	-	-
- Airlift/Sealift (204)	14	1	-	-	3	-	17	1
- Guard & Reserve (205)	22	-	2	-	-	-	24	-
AUXILIARY FORCES								
- Intell & Comm (303)	14	-	5	-	13	-	32	-
- Guard & Reserve (305)	-	-	-	-	-	-	-	-
- Research & Devlpt (306)	54	-	1	-	-	-	55	-
- Control Supply & Maint (307)	1	-	-	-	-	-	1	-
MISSION SUPPORT FORCES								
- Strategic (401)	1	-	-	-	-	-	1	-
- General Purpose (402)	25	-	5	-	17	-	47	-
- Air/Sealift (404)	-	-	-	-	1	-	1	-
CENTRAL SUPPORT FORCES								
- Central Supply & Maint (507)	66	13	13	-	18	-	87	13
- Trng, Med, & Other Pers (508)	137	1	1	-	14	-	152	1
- Administration (509)	3	-	-	-	-	-	3	-
TOTAL	480	15	23	0	269	0	772	15

<sup>1/</sup> Excludes leased properties.



Fifty States as compared to the equivalent of six in foreign overseas areas. In this regard, however, it generally takes more installations to support a unit overseas than in the U.S. This is particularly true for our Army Forces stationed in West Germany, where it takes approximately 8 to 10 installations (provided by the Federal Government of Germany for use by U.S. Army Forces) to equate to what is considered as one division base in the U.S. This then explains the higher number of installations in the General Purpose Forces category overseas.

## V. BASE OPERATIONS COSTS

In general, Base Operating Support (BOS) costs can be considered the "housekeeping" costs of the installation. BOS services at an installation are similar to the services provided by a large city to its residents. BOS costs are incurred due to such installation services as administration and command; communications; transportation; supply operations; facilities maintenance; provision of utilities; and other necessary services for the base population and tenant units on associated properties such as laundry and dry cleaning, commissaries, exchanges, etc.

The services provided by installations, not all of which are supported by appropriated funds, can generally be categorized as follows: (1) services which directly support forces, units and activities assigned to a base, such as airfield operations, and supply and maintenance; (2) services which maintain and operate the installation facilities, such as building, roads, and airfield repair and maintenance, fire protection, provision of utilities; (3) services which directly support the assigned military personnel, such as food service, clothing issue, laundry and dry cleaning, administration and bachelor housing; and (4) services which support the military, dependent and retired population at the installation and its environs, such as commissaries, exchanges, theaters, libraries, religious activities, recreational facilities, family housing, etc.

Defense BOS costs are overhead costs and are governed by the size of the base structure, the number of personnel supported, the composition of the population supported, the range and level of support services provided, geographic considerations, and the missions and functions of the activities and units supported.

The wide range of activities included in base operations is indicated by the individual functional lists discussed in the following Services' chapters. However, as can be seen by careful review of this discussion, there are differences in the coverage of base operations functions from one Service to another and, in some instances, from one base to another. The DoD financial system and financial structure is based on the Service organization. Thus, what

might show up as a base operations function at one base might be a mission cost at another base. For example, an installation with a large supply department to serve area-wide customers would not necessarily have a separate supply department to serve only the installation or activity itself.

For the purpose of this report, the Defense Planning and Programming System for the Defense Budget and the Five Year Defense Plan has been used as the source for determining the FY 1978 base operations funding levels for each of the Military Services. The base operations level of funding for FY 1978 identified in the following chapters of this report, includes the summation of those costs in the 10 Major Defense Program elements identified as "base operations", "base communications", "real property maintenance facilities", and "family housing."

Except as noted otherwise, excluded from the house-keeping costs identified above are the costs of such activities as military construction, industrially funded activities and government owned, contractor operated facilities. While the costs of the military and civilian personnel associated with the base operations program elements are included, the costs for such personnel for mission or tenant activities are not.

Table V contains a summary of the data in the following Service chapters for level of effort of the estimated "Base Operations" costs for FY 1978 categorized by Major Defense Programs. This table indicates that the total level of effort for this category of funding is estimated to be approximately \$12.9 billion for FY 1978. Again, as with the number of installations, the greatest amount, \$8.2 billion or 64 percent of the total, is for General Purpose Forces and training functions, which is to be expected in view of the large percentage of the installations categorized for this purpose in the base structure.



TABLE V  
SUMMARY OF MAJOR DEFENSE PROGRAMS 1/  
BASE OPERATIONS COSTS (\$ Millions)

MAJOR DEFENSE PROGRAMS	FIFTY STATES	US TERRITORIES AND POSSESSIONS	FOREIGN OVERSEAS AREAS	TOTAL
Strategic (01)	989.0	10.3	185.8	1,185.1
General Purpose (02)	2,777.0	94.6	1,782.8	4,654.4
Intelligence & Communications (03)	279.5	32.3	175.6	487.4
Air/Sealift (04)	348.0	4.0	75.0	427.0
Guard & Reserve (05)	341.0	-	-	341.0
Research & Development (06)	1,037.2	2.0	45.0	1,084.2
Control Supply & Maintenance (07)	1,131.0	-	8.0	1,139.0
Training, Medical & Other Personnel (08)	3,234.6	54.7	257.8	3,547.1
Administration & Association (09)	28.0	-	1.0	29.0
Support of Other Nations (10)	-	-	-	-
TOTALS	20,165.3	197.9	2,531.0	12,894.2

1/ Base operations costs include those costs indicated in program elements for "Base Operations", "Base Communications", "Real Property Maintenance Facilities", and "Family Housing", etc. For details see Service documentation.

## VI. REDUCING BASE OPERATIONS COSTS

### General

As indicated previously, the size and cost of the base structure is dependent upon many factors such as force levels, composition and location of these forces, etc. While force levels directly affect the size of the base structure, the DoD continuously undertakes numerous management initiatives aimed at reducing headquarters, overhead and support functions, and installations. These initiatives run the gamut of functions and activities at installations and have the basic objective of reducing Defense costs and increasing the efficiency of operation of the DoD. Included in these management initiatives are such diverse areas as headquarters and command studies, analyses of logistics operations, establishment of work measurement standards, conversion of services and functions to commercial contract, and realignment and closure of military installations.

### Base Realignment Actions

The DoD conducts continuous and systematic surveys, studies and reviews of all installations, activities and properties in order to ensure the most effective and efficient base structure possible within the resources made available. A major source for reductions of Defense expenditures has been, and will continue to be, the reduction of expenditures associated with maintaining and operating military installations. In order to achieve these expenditure reductions, those bases which do not contribute effectively, when compared to other similar bases, to current and long-range Defense plans must be identified and closed. These surveys are also required in order to keep pace with advances in weapons technology, modern military training methods, management techniques and other improvements, and to effect necessary military activity reorganizations and realignments required by reduced availability of resources and changes in force levels.

Since 1969, these studies have resulted in the reduction, realignment or disestablishment of unnecessary and low priority overhead and support functions, activities and installations worldwide, excluding the reductions in South

East Asia, with a resultant savings in excess of \$5.3 billion annually as indicated in Table VI. In many cases, the resources which have become available as a result of these actions have been reallocated to increase the combat capability of the DoD. This is especially true in the case of the increased active Army forces to 16 Divisions and the Air Force Tactical Air Forces to 26 Wings.

#### Recent Actions which Impact on Base Operating Costs

As indicated above, the continuous studies, reviews and analyses result in proposals to realign, reduce, disestablish or close military installations and activities. In 1976, the DoD announced the implementation of a large number of both base realignment studies and actions which are expected to impact on the base structure in FY 1978. Many of the more minor actions have already been implemented as of this writing, but decisions on the larger, more significant proposals are expected to be made later in 1977. In some cases, estimated savings have already been reflected in the FY 1978 Defense Budget and savings from other actions are expected to be reflected in the FY 1979 Defense Budget.

The base realignment proposals which are expected to impact on the future base structure are discussed in more detail in the following Service chapters. These chapters also explain the unique criteria used by each of the Services in selecting installations and activities for realignment, reduction or closure study.

In January 1977, the Secretary of Defense directed that an in-depth look be taken at various areas because both he and the President are convinced that additional opportunities exist for improving the efficiency and effectiveness of the Defense establishment. They have indicated that our goals must be to ensure that the U.S. military forces are fully adequate to their tasks but, at the same time, are lean and efficient. The areas to be reviewed include headquarters and other overhead and support operations, manpower and manpower costs, and the base structure. In addition, studies of the greater use of commercial contracts for such functions as maintenance, laundry and dry cleaning, training and other activities are included in these in-depth reviews. The results of these reviews will be used in formulating the FY 1979 Defense Budget.



TABLE VI

DEPARTMENT OF DEFENSE  
SUMMARY OF ANNOUNCED INSTALLATION AND ACTIVITY  
REALIGNMENT AND CLOSURE ACTIONS (EXCLUDING SVN AND THAILAND)  
1969 to DECEMBER 1976

FIFTY STATES AND PUERTO RICO

<u>SERVICE</u>	<u>NO. OF ACTIONS</u>	<u>POSITIONS ELIMINATED MIL</u>	<u>CIV</u>	<u>ANNUAL SAVINGS (\$ MIL)</u>
ARMY	880	75,404	72,833	1486.3
NAVY 1/	1,155	145,720	68,493	1545.1
AIR FORCE	764	85,059	41,456	1343.6
DEFENSE	141	2,065	9,716	111.6
TOTAL	2,940	308,248	192,498	4486.6
<u>OVERSEAS</u>				
ARMY	150	29,220	29,097	476.2
NAVY 1/	134	4,944	14,539	89.2
AIR FORCE	82	29,309	7,968	302.2
DEFENSE	10	62	4	0.6
TOTAL	376	63,535	51,608	868.2
<u>WORLDWIDE</u>				
ARMY	1,030	104,624	101,930	1962.5
NAVY 1/	1,289	150,664	83,032	1634.3
AIR FORCE	846	114,368	49,424	1645.8
DEFENSE	151	2,127	9,720	112.2
TOTAL	3,316	371,783	244,106	5354.8
1/ Includes Marine Corps				

## VII. SUMMARY

In summary, the base structure is a dynamic element of the DoD force posture and has evolved over time to its present composition and size. Changing forces, wartime scenarios, resource availability, technology and many other factors influence its size and composition. In addition, the DoD constantly undertakes reviews to improve the management and efficiency of the base structure. In all these actions, DoD has the objective of establishing the most effective, efficient and economic base structure to meet current and projected peacetime, contingency and mobilization requirements.



## CHAPTER TWO

### ARMY BASE STRUCTURE

#### I. INTRODUCTION.

The Army Base Structure Chapter to the Manpower Requirements Report for FY 1978 is submitted in compliance with Section 302, PL 94-361. This chapter is comprised of five basic sections. Section II, Base Structure Overview, outlines the factors which have influenced the Army's base structure from World War II to the current date and details the criteria expected to apply to installation planning for the next twenty years. Section III relates the needs of the major activities within each Installation Defense Planning and Programming Category (IDPPC) to the current base structure. Major changes to the FY 1978 force structure are also described. Section IV gives a breakdown of projected Army Base Operations Costs (BOC) for FY 1978. Section V summarizes recent major actions taken to reduce BOC costs and outlines criteria which would apply to such actions in the future. Section VI lists the major Army installations by IDPPC and summarizes those belonging to or utilized by the Reserve Components.

It should be noted that many large installations have multiple missions and that primary missions shown in Section VI are not necessarily all-inclusive. For instance, Fort Belvoir, Virginia, in addition to being the site of the US Army Engineer Center and School, also has the Defense Systems Management College, US Army Mobility Equipment Research and Development Command, US Army Night Vision Laboratory, US Army Coastal Engineering Research Center, and US Army Topographic Laboratory as major tenants. Similarly, Fort Knox, Kentucky, supports the Armor School, an Army Training Center and a major combat unit.

## II. BASE STRUCTURE OVERVIEW

Army missions involve the accomplishment of a wide variety of functions requiring both general and specialized accommodations. The facilities required to support the Army vary from administrative office space, to laboratories, to production plants, to proving grounds, to supply and maintenance depots, to troop installations with tens of thousands of acres of firing ranges, impact areas and training/maneuver areas.

The Army's base structure since the end of World War II has undergone constant change as the force structure has expanded and contracted and technological advances have created longer-ranged, more powerful weapons, with their concomitant changes in organization and tactics. The logistics base structure has also undergone change as improvements in storage, distribution, maintenance and transportation systems have permitted reduction in the total number of depot activities; while greater reliance on the private sector for supplies and equipment has resulted in a reduction of the number of industrial type facilities.

Some installation requirements are relatively fixed because they support more stable missions such as service schools, research and development activities, materiel testing and specialized depot activities. Missions at these installations may be modified due to technological changes; however, the need for the installations and the continuing modernization of their physical plants remains. On the other hand, the Army has other missions which are subject to larger variations and which, at one time, may generate additional requirements and, at another time, reduce requirements for active installations. Examples are training centers for initial entry training, aviation training facilities, production facilities, administrative space to support specialized activities and troop unit installations.

The Army has in the past and will in the future be forced by the urgency of the moment to adopt courses of action which run counter to long range "peacetime" installations structure management. For example, during the Vietnam War, the Army required a number of installations for conduct of aviation training; not all of which are required by a peacetime Army.

The installation structure today is considerably smaller than that which existed prior to the Vietnam War. Contrary to an apparent belief that the Army base

structure was expanded to support the build-up from about 850,000 to 1,500,000 strength, no major installations were added to the structure. For the most part, the Vietnam build-up was supported by expansion of facilities at active installations, use of the same installation by more than one deploying unit, backfill of installations vacated by deploying units with other activities, and two shift operations.

As a result, the phasedown of hostilities in Vietnam in 1969 to 1971 did not leave the Army with an overly excessive base structure. Those installations which were no longer required because of workload reductions have been closed and/or reported as excess to Army requirements. Conversely, the remaining installations, with some minor exceptions, are required for support of current Army missions.

The Army is basically tied to its existing installations to support its current and projected force structure levels. The land area acquired prior to, during and after World War II, coupled with the substantial investment in permanent facilities over the past 30 years, has resulted in a physical plant that precludes "walking away from" these permanent facilities.

The base structure of the Army today is approaching an irreducible minimum in terms of numbers of installations and total real property holdings. Section V lists several installations under consideration for reduction or closure. It is difficult to envision going far beyond that point without degradation of the Army's mission capability, and/or major capital investments for replacement facilities, unless there are major force structure changes not now anticipated. The possibility exists also of future re-deployment of overseas forces back to the Continental United States (CONUS). Some flexibility must be maintained to accommodate this possibility.

Under present conditions, there is an apparent shortage of training/maneuver area at several of our Army division installations to satisfy present-day training requirements. There are installations where firing of the main tank guns, artillery weapons and aircraft flight corridors have caused communities to complain because of noise and air pollution. There are installations where the cantonment areas are bounded on two and three sides by developing communities and perimeters are exposed to residential and/or commercial/industrial encroachment. There will be population growth and shift over the next 20 years which could hamper installation



major expansion programs. Based on these factors, realignment or expansion of the present training/maneuver area may be impaired or precluded in the future.

The following factors will govern Army installation planning for the next twenty years:

1. The concentration of US population shifts is projected to shift toward the southern and western states. Army bases in these areas generally offer the largest areas for training, are most suited for rapid expansion by temporary facilities, and up to now were in the less populated areas of CONUS. The presence and particularly the expansion of Army bases spawn corresponding increases in civilian communities immediately adjacent to the installations. Modern military weapons systems are characterized by longer range, greater lethality, increased support requirements, and higher mobility. These characteristics require larger ranges for space which direct the following general conclusions:

- a. Current Army bases in the southern states, as compared with those in the northern states, will become relatively more valuable and more restricted in expansion with time.

- b. Future land requirements must be identified and the rights acquired now.

- c. The smaller bases, constrained in growth, will become increasingly less usable for testing, training, and firing purposes, and hence probably relegated to administrative, logistical, headquarters-type activities, and less demanding functions in terms of space requirements. The establishment of a military installation is usually in a relatively open area; but the act of establishing attracts people, building, business, and this, in time, restricts expansion.

2. Commercial pressures on military installations are varied. As values of land increase, commercial interests increase pressures for acquisition of installation property (Fort DeRussy, HI is probably the most notable example). On the other hand, as installations seek to reduce or close operations, commercial pressures argue for the status quo. Commercial interests seek advantage from the post in construction, grazing rights, concessions operating rights, employment and off-post business; at the same time, they bring pressure against post newspaper,

commissary, post exchange, and other facilities seen to compete with private business.

3. While a form of national consensus exists in favor of Defense economy and efficiency; a concrete Army proposal for a base reduction or closure in the interest of economy and efficiency is almost certain to meet considerable protest from local interests expressed through their elected representatives at all levels. This is primarily inspired by fears of adverse impact on the local economy, although other issues are also raised. A significant issue raised during these exchanges in recent years is the concept of a regional entitlement to a least some Defense presence. Proponents of this concept have some good points and the possible result is that there may be some level of regional distribution of military installations below which the Army may not go.

4. In addition to environmental related pressures such as encroachment on wildlife sanctuaries and meeting the same water and air pollution standards as other activities, military installations by their activity have peculiar environmental related pressures. By virtue of normal training, noise, air pollution, water pollution, and wildlife concerns are common to Army bases. Massive vehicles, gun fire, cross-country and round-the-clock maneuvers and dangerous materials all contribute to these problems.

5. Our major installations are experiencing severe encroachment pressures because of the ever-increasing need for land by the surrounding communities. These pressures are not new but their frequency and momentum are on the rise. The demand for land for residential and industrial purposes is resulting in military installations, originally constructed in rural areas, now finding themselves completely surrounded by civilian activities, which are in some cases, incompatible with ongoing military operations. When this happens, the installation, although desirable because of the income it provides, frequently becomes of secondary importance to the community. The income received from the installation also becomes less important as the land values increase to the point where more revenues are realized by civilian development than from the installations. Foreseen in the future is an increasing demand for land in the urban and suburban areas to support civilian needs, thus causing land values to appreciate. This demand

will further increase encroachment problems for the military and increase the demand for private use of federal land under military control. Relocation of total installations to rural areas can only be considered as a stop-gap measure to alleviate these problems. In time, as civilian development of land around the new installations continues, encroachment problems will again face the military commanders.

Emphasis must be placed on continued improvement of planning toward the future organization, physical structure, modernization, and location of Army installations and activities. These considerations will undoubtedly entail significantly increased costs in both the planning and implementation phases of these actions. Because of various types of contamination at a number of Army installations, such as unexploded ammunition, and the exceptionally high cost of clean-up, the Army is, in large measure, compelled to retain these installations for the foreseeable future. The continuing decrease of undeveloped land demands sophisticated planning both for acquisition and release of Army property.

The preceding broad factors are, in the main, oriented toward retention and/or expansion of the existing Army base structure overall. In the event adjustments are required within the existing structure, due to major force structure changes, mission changes, budget limitations, or other factors, the following specific criteria would, in varying degrees, be applied to future realignment actions.

1. MISSION REQUIREMENTS. The stated or postulated mission requirements of specific activities within the context of the entire force structure should be the principal factors which drive choices between stationing alternatives. They are the baseline against which all other factors must be weighed.

2. BUDGET/MANPOWER CONSTRAINTS. These inseparably related factors are the principal limitation to attaining and maintaining a particular base structure at all levels. They can influence decisions on retention of individual structures or retention of entire installations.



3. COST SAVINGS. A major objective of the Army is to accomplish the assigned mission at the least cost. Where otherwise comparable alternatives exist, the true "least cost", both in terms of dollars and manpower must be selected. Typically, an installation closure will not produce total savings of its annual base operations costs, as continuing activities will have to be accommodated elsewhere, in-house, or by other means, such as by contract. As a practical matter, base realignments may also offer an opportunity to realign mission functions and the same time, achieving multiple savings.

4. PERSONNEL TURBULENCE. The adverse impact of military and civilian personnel turbulence must be given significant consideration because of both the high costs and the adverse effect on morale and productivity.

5. CIVILIAN LABOR MARKET. Many Army missions involve utilization of highly specialized and unique civilian work force. Many of these people establish deep roots in the local community and are reluctant to dislocate with the transfer of the functions they perform. The lack of appropriate labor market thus becomes a factor in evaluating proposed realignment actions.

6. FACILITIES/HOUSING AVAILABILITY. Maximum utilization of existing facilities with minimum expenditures for new facilities is a major goal in all realignment actions. This includes both mission related facilities and support facilities on-post and housing both on-post and off-post. Large capital investments for replacement facilities militate against relocation of activities which require highly specialized, high cost facilities or, in the case of major combat units, large land areas.

7. CAPITAL INVESTED. This factor is the converse of the preceding factor. Having made a large capital investment in facilities at a particular installation, the Army tends to be tied to that installation for the duration of the useful life of the facilities.

8. GEOGRAPHICAL LOCATION. The geographic location influences the ability of assigned forces to execute their mission. Weather, terrain, proximity to air and surface transportation, etc. all contribute to retention of installations which enhance operational effectiveness. Likewise, selection of new installations for stationing must take all of these geographically-related factors into account.

9. LAND AREA. The need for adequate and suitable land area to support major combat units and their supporting forces is a major consideration. Bases must be capable of supporting the readiness and deployment of the assigned forces as envisioned in the United States strategy. This requirement often determines which bases will be retained in the active inventory. Where mission compatability can be achieved, the consolidation of activities at large, multi-mission bases, takes precedence over utilization of small, single-mission bases.

10. IMPACT ON OTHER SERVICES/AGENCIES. The Army provides support to many units and activities of the Department of Defense, the other Services, and other federal agencies. Inherent in any base realignment action is consideration of the impact on those agencies. The personnel turbulence and costs associated with relocating or supporting these type activities are an integral part of any analysis conducted.

11. COMMUNITY IMPACT. Civilian support resources (e.g., community housing, medical, schools, and recreational facilities) are a consideration in developing base realignment actions. Of particular importance is family housing. Areas which have residual capability to adequately house families negate the cost of providing government housing and facilitate rapid completion of the proposed action. Adequate support should exist on or off a gaining installation to avoid a realignment action being counter-productive in terms of morale. Since personnel support capability on our installations is limited, the contribution of the civilian community in this area is important. Conversely, realignment actions, which reduce the Army presence in an area, seriously impact on communities, particularly those in which the major source of the economic base is the military installation. When possible, realignment actions are designed to minimize the impact on local communities. Where appropriate, assistance will be provided to local community leaders in their negotiations with the Office of Economic Adjustment, Department of Defense, whose function is to assist communities in reestablishment of an economic base where reduction in Defense expenditures has been severe.

12. ENVIRONMENTAL IMPACT. All actions must be assessed to determine their impact on the environment. Base realignment options must have an initial assessment during the preliminary planning. If significant environmental impact is indicated, at either a gaining or losing

base, then an environmental impact statement must be prepared in accordance with the National Environmental Policy Act of 1969.

13. RESERVE COMPONENTS SUPPORT. The increase emphasis on utilization of Reserve Component forces to meet future contingency requirements must be considered. Reserve units are generally constituted in areas where there are population resources. Their readiness depends upon availability of adequate local ranges and local training areas. This requires that the range facilities and training areas not only be of the proper size and configuration, but also that they be within reasonable commuting distance. Readiness is adversely affected by increased commuting time and corresponding decreased training time availability. Concomitantly, personnel job satisfaction is lowered and personnel recruiting and retention rates decreased. Many of our bases, both active and inactive, are used extensively for support of these units, both for weekend training and annual summer training. The impact on these type units is an integral part of any analysis conducted.

14. MOBILIZATION AND CONTINGENCY REQUIREMENTS. The type and number of bases required are determined by the need to be capable of supporting the strategy directed by national policy, the operational and training requirements of the Army, and the retention of sufficient flexibility to support unprogramed increases in troop strengths. Coupled with this is the uncertainty as to when a base might be needed again. The costs of inactivating and reactivating a base can offset savings derived from its closure.

15. ENCROACHMENT. Urban and airspace encroachment into vital areas surrounding installations is of continuing concern. Some installations which were originally remote have attracted major population growth and, as a result, continued operations have been threatened through urban expansion. Civilian aviation activity has served to restrict the airspace available for military operations. Encroachment, therefore, is an element in determining the future viability of an installation. It is also possible that major weapons changes may bring about encroachment "from within." For example, ranges now adequate for artillery firing may become too small for artillery weapons which may be introduced in the future. However, where encroachment has become a problem, its impact is considered during development of base realignment actions.



16. LONG RANGE PLANS. Since the future forces cannot be predicted with certainty and are subject to unprogramed changes, flexibility to accommodate these changes within the base structure should be preserved when possible and economical. This entails developing reasonable assumptions on what unprogramed force changes might occur and determining how the various options could support the assumed force changes. However, flexibility is difficult to quantify and, as a result, tends to be a subjective consideration. Realignment alternatives will be weighed in terms of their potential to meet unprogramed force changes.

### III. RELATIONSHIP OF BASE STRUCTURE TO FORCE STRUCTURE

In common with the Marines, but differing from the Navy and Air Force, the Army's major combat mission elements use their portion of the base structure only for training, quartering of personnel and maintenance of equipment in preparation for the combat mission. They do not normally fight the war from fixed installations, as would units of the Strategic Air Command or the Fleet Ballistic Missile Submarine Force.

Overseas deployed units are generally located in close proximity to the area of their anticipated wartime mission. The precise locations, however, are primarily determined by what the host government can and will make available.

The stationing of divisions and other major tactical units is given priority consideration based on such critical factors as the presence of adequate maneuver space and ranges, the availability of housing and support facilities, and the expected freedom from encroachment and restricting environmental impacts. Since stationing choices were of necessity made from existing installations originally acquired to meet less demanding conditions, these stations involve in all cases some compromise of ideal conditions. As noted in Section II, divisions are presently "outgrowing" their installation confines. For those divisions having prepositioned unit equipment in overseas theaters, precise location in CONUS vis-a-vis the primary wartime mission is no longer a major consideration. Strategic airlift can move personnel and their individual equipment east or west with no significant time differential. For units scheduled to move by surface transport with full equipment later in a particular deployment scenario, location within the CONUS is still a consideration.

The CONUS logistics base structure, to include installations with research and development as primary missions, is also largely evolutionary. It is what remains of World War II mobilization, created at widely dispersed locations with considerable redundancy, in anticipation of enemy attack against the homeland. Much rationalized and modernized, it is serviceable and capable of performing its mission of supporting deployed forces. It is interesting to note that further efforts to rationalize and modernize have encountered considerable opposition, such as the Army's problems with Congressional approval of a new ammunition complex in Mississippi.

## STRATEGIC FORCES (100)

### Basing Requirements:

The basing of strategic forces is confined primarily to communications type activities which are normally satellited on installations for logistical support.

### Major Force Structure Changes and Their Impact on Base Structure:

The declining Army mission has resulted in transfer of the Mickelson Safeguard Complex, Nekoma, North Dakota, to the USAF. No other major changes in base structure are forecast during FY 1978.

## GENERAL PURPOSE FORCES (200)

### Basing Requirements:

The Army must train the way it will fight. The battalion task force, the minimum training module, must regularly practice offensive and defensive tactics deployed on frontages and depths comparable to those expected in wartime. When battalions have demonstrated critical task proficiency, brigade exercises should be conducted so as to bring into play the full range of fire support, operations and logistical contingencies. Brigade exercises should occur as often as deemed necessary and include conduct of live fire exercises in which the full range of fire support, mobility and electronic warfare is brought to bear. Division commanders should deploy critical elements of their commands within a realistic battlefield environment in order to exercise an appropriate range of combined arms operations in a joint setting over reasonable frontages and depths.

Each division/brigade installation should have access to an area capable of supporting at least brigade exercises, battalion level Army Training and Evaluation Programs (ARTEP), and live fire for at least battalion sized elements. Since some installations do not have access to such training areas, the Army is considering establishing in CONUS one or more major training areas capable of supporting such training. Equally important, the area should permit opposing force exercises in which ground forces would be pitted against an "enemy".



Units without prepositioned equipment overseas should be located at installations in proximity of the port of embarkation (sea and air) from which they are most likely to deploy in order that they can respond quickly to early deployment requirements. Units should also be stationed in proximity to the coasts and borders of the nation to be in a position to counter threats to CONUS yet they must have sufficient land to train and fire their weapons. They should not be stationed near heavily populated areas, industrial complexes or other strategic targets. The surrounding area should offer sufficient space for dispersal to ensure that the unit itself does not present a lucrative military target and is afforded a reasonable degree of survivability and training areas should provide the force with a wide array of climatological and topographical features in which to train and which represent a cross-section of the world's environments.

Active installations should be located so as to readily accommodate Reserve Component (RC) units in the event of mobilization without necessitating excessive movement and delay from home station to mobilization station. Implicit also in the mobilization stationing requirement is the necessity for providing RC units with annual training and inactive duty training sites.

In the Continental United States, the major active combat units are -- 10 divisions (includes three new divisions not fully manned), two separate brigades, an air cavalry combat brigade, and an armored cavalry regiment. The units are structured for a variety of environments and missions. The goal is to maintain a force which is available for rapid commitment.

In Europe, four divisions, four brigades, and two armored cavalry regiments retain the high level of readiness necessary to permit an immediate response to any aggression against the NATO alliance.

In the Pacific, the division in Hawaii and the division in the Republic of Korea (with its Korean augmentation) are ready to perform their assigned combat mission.

In the Panama Canal Zone and Alaska, the Army has deployed one brigade in each area to provide a ready response to any contingency which might arise in those areas.

All eight Army National Guard divisions are located within the Continental United States. In addition, the Army Guard has 18 combat brigades (three of which roundout the three new active divisions) and three armored cavalry regiments located in the Continental United States, one combat brigade located in Hawaii, which is roundout for the Hawaiian active division, and one combat brigade in Puerto Rico. The Army Reserve has three combat brigades in the United States. Both the Army National Guard and the Army Reserve major combat units provide the Total Army a substantial combat force. The following depicts stationing of Active and Reserve Component divisions.

#### Active Divisions

#### Location

1st Infantry (Mechanized) (-)	Fort Riley, Kansas
2d Infantry	Camp Casey, Korea
3rd Infantry (Mechanized)	Wurzburg, Germany
4th Infantry (Mechanized)	Fort Carson, Colorado
5th Infantry (Mechanized) (-)	Fort Polk, Louisiana
7th Infantry (-)	Fort Ord, California
8th Infantry (Mechanized)	Bad Kreuznach, Germany
9th Infantry	Fort Lewis, Washington
24th Infantry (-)	Fort Stewart, Georgia
25th Infantry (-)	Schofield Barracks, Hawaii
1st Cavalry	Fort Hood, Texas
1st Armored	Ansbach, Germany
2d Armored	Fort Hood, Texas
3rd Armored	Frankfurt, Germany
82d Airborne	Fort Bragg, North Carolina
101st Airborne (Air Assault)	Fort Campbell, Kentucky

#### Army National Guard Divisions

#### Location\*

26th Infantry	Massachusetts/Connecticut
28th Infantry	Pennsylvania
38th Infantry	Indiana/Ohio/Michigan
40th Infantry (Mechanized)	California
42d Infantry	New York
47th Infantry	Minnesota/Iowa/Illinois
49th Armored	Texas
50th Armored	New Jersey/Vermont

\*First state listed is location of division headquarters.

Nondivisional combat general purpose forces are distributed throughout the base structure with emphasis on providing balanced forces at the major combat unit installations.

The Army must also maintain semi-active installations, which are required primarily for the support of training of Reserve Components and for mobilization. In addition, there are state owned/leased installations which are required to support weekend and annual training and mobilization. Active component installations also perform these functions but are not adequate to satisfy the total requirement. The Army cannot fulfill full mobilization requirements in the time frame envisioned under current strategy unless these installations are maintained. Access to additional acreage for maneuver purposes will be essential to the extensive training required to make the mobilized force fully combat ready.

Terminal and outport facilities function under the Military Traffic Management Command (MTMC), which has area command headquarters at Bayonne, New Jersey and Oakland, California. The area command headquarters each commands a military ocean terminal for general cargo at their respective locations and military outports at various commercial ports. The DOD transportation mission is accomplished almost exclusively by utilizing commercial resources. The military ocean terminals, which are shared with industry during peacetime, will be returned to military use when needed. Hazards involved in moving ammunition require that separate government-owned terminals be maintained.

#### Major Force Structure Changes and Their Impact on Base Structure:

Past force structure changes significantly impacted on stationing requirements and the resultant base structure. The recent increase of three additional divisions in the Army resulted in development of Forts Ord, Polk and Stewart/Hunter as combat unit stations as opposed to their previous missions. The increased combat power in Europe requires additional base structure particularly in the NORTHAG area (FY 78). The force structure changes programed for FY 1978 should have little impact on the base structure.

#### AUXILIARY FORCES (300)

##### Basing Requirements:

Research, development, testing and evaluation of Army materiel, weapons and support systems are accomplished primarily by the US Army Development and Readiness Command (DARCOM). To accomplish its mission, DARCOM requires



extensive complexes of test facilities for ammunition and missiles, as well as facilities for other materiel and administration of test programs.

The US Army Communications Command (USACC) provides Army-wide service in communications, electronics and engineering installation, and air traffic control. For this tasking they require tenant facilities at most installations as well as other bases to support communications links, intelligence gathering and command and control.

#### Major Force Structure Changes and Their Impact on Base Structure:

Ongoing realignment studies involving Army Intelligence Organization; Armament, Electronics, Aviation Research and Development Commands; and the Troop Support and Aviation Readiness Command; when approved and implemented will result in closure of Frankford Arsenal, Pennsylvania, enhanced utilization of other R&D establishments and possibly impact on Arlington Hall Station, Virginia. There are no other major changes in force structure affecting the 1978 auxiliary base structure.

#### MISSION SUPPORT FORCES (400)

##### Basing Requirements:

To provide adequate command, control and management of Army resources, it is essential that necessary administrative space be available. These installations serve as homes for major command headquarters, for units engaged in supervising Reserve Component training and readiness and for unique specialized functions. They require a highly sophisticated work force, not normally found at remote locations, and rapid modes of close-in transportation. While not contributing directly to the "tooth" side of the Army, they are an integral part of the "tail" and significantly contribute to the attainment of a combat ready Army.

#### Major Force Structure Changes and Their Impact on Base Structures:

There are no major changes affecting the mission support base structure in FY 1978.

## CENTRAL SUPPORT FORCES (500)

### Basing Requirements:

Since 1813, arsenals have been the continuing centers for the preservation of unique skills required for the defense of the United States. Their role has evolved from one of manufacturing, storage and maintenance of weapons to one of serving as the nuclei from which private industry obtained "know-how" to mass produce a multitude of products used in war. More recently, their manufacturing activities have been limited to production of very small quantities of items where a producer in private industry could not be found. Their primary mission is to support the research and development program by providing the capability to build prototype research and development items and to provide a production base in the event of mobilization. A second major area of production type bases is the Government-Owned Contractor-Operated (GOCO) plants used in the production of munitions. A number of these are presently in standby status with others active. The fact that these plants are contractor operated provides the Army the flexibility to more readily expand or contract our capability consistent with requirements. Continued modernization of these plants is essential to assure a viable capability attuned to prospective needs.

Depot storage and maintenance requirements consist of:

1. General depots having responsibility for the storage, maintenance and distribution of major items. These also have the additional requirement for safe storage, maintenance and distribution of explosives, special weapons, toxic and chemical materiel.
2. Distribution depots having responsibility for supporting assigned geographic areas, both CONUS and overseas, for storage and distribution of secondary items. In some instances they have maintenance activities and may continue to have this mission in the future.
3. Depot activities which store major items and act as an extension of the storage capability of the depots. They too have the additional requirement discussed under general depots.

Long range planning for depot maintenance is tentative due to the current DOD effort to establish single service maintenance facilities. This ongoing effort will decide the ultimate structure of DARCOM maintenance facilities and could change our base structure requirements. These long range plans envision the current maintenance facility structure after full implementation of the Army Project CONCISE which includes eight major depot maintenance facilities in CONUS.

Service schools have the primary mission of replenishing forces with trained personnel in peacetime and maintaining a wartime expansion capability to support mobilization. Driven by improvements in communicative technology and by the need to conduct training relevant to new organizations, tactics and weapons systems, these schools will aim at establishing centers of excellence for the training and doctrine of all branches.

The initial entry training centers will develop and administer programs of instruction driven by the same factors discussed above on service schools.

Medical bases exist primarily for the support of active Army forces; consequently, geographical distribution is directly related to the overall Army structure. Hospitals provide medical support while medical centers are located to also provide consultative and referral services within specific regions to both Army and other Services' hospitals. Medical support has become highly area oriented during the past years and coordination between the services to preclude duplication of effort and to provide cross utilization of resources has greatly increased. The Army supports this concept and feels that development of requirements cannot be accomplished in isolation of the other services.

Major Force Structure Changes and Their Impact on Base Structure:

Except as noted above there are no known approved force structure changes in FY 1978 which will impact on the central support force basing structure.

#### INDIVIDUALS (600)

The Army has no major installations falling into this IDPPC.



#### IV. BASE OPERATIONS COSTS (BOC) FOR FY 1978

##### Base Operations:

Base operations costs provide for operating and maintaining United States and Army installations (posts, camps and stations) and providing for those activities of an installation support nature. Includes those support elements and services identified as indirect overhead by Headquarters, Department of the Army. Provides for, at local level:

- audio-visual services
- supply operations
- maintenance of materiel
- transportation services
- laundry and dry cleaning services
- Army food service program
- personnel support
- bachelor housing furnishings
- operation of utilities
- maintenance and repair of real property
- minor construction
- other engineering support
- administrative
- data processing activities
- commissary operations
- installation restoration

Summary Table VII of FY 78 Estimated Base Operations Costs by Major Defense Programs follows.

# MAJOR DEFENSE PROGRAMS

## ARMY BASE OPERATIONS COSTS (\$ MILLIONS)

TABLE VII

Major Defense Programs	Fifty States	US Territories and Possessions <sup>1/</sup>	Foreign Overseas Areas	Total
Strategic (01) <sup>2/</sup>	-	-	-	-
General Purpose (02)	\$ 981.0	-	\$1,154.0	\$2,135.0
Intell. & Comm. (03)	172.0	-	90.0	262.0
Air/Sealift (04) <sup>2/</sup>	-	-	-	-
Guard & Reserve (05)	153.0	-	-	153.0
Research & Develop. (06) <sup>2/</sup>	-	-	-	-
Cent. Supply & Maint. (07)	368.0	-	-	368.0
Trng. Med. & Other Pers. (08)	1,360.2 <sup>3/</sup>	-	-	1,360.2
Admin. & Assoc. (09) <sup>2/</sup>	-	-	-	-
Spt. of Other Nations (10) <sup>2/</sup>	-	-	-	-
TOTAL ARMY	\$3,034.2	-	\$1,244.0	\$4,276.2

<sup>1/</sup> Army does not have separate program elements for base operations of installations in territories or possessions. These costs are included in the base operations program element of the major command that operates the installation.

<sup>2/</sup> Army does not budget for base operations resources in these programs.

<sup>3/</sup> This figure includes the Army's portion of the OSD Military Family Housing Management account.

## V. ACTIONS TO REDUCE ANNUAL BASE OPERATIONS COSTS

The Army continues an active program to promote management efficiencies and consolidate or eliminate functions in order to reduce base operations costs. A number of these will impact the FY 1978 budget:

1. Added emphasis has been placed in the area of converting in-house commercial industrial type functions to contract. Conversions which take place are designed to reduce the costs of operation or result in the transfer of military personnel to combat related units.

2. The Army has also installed automated systems such as the Standard Army Intermediate Level Supply System (SAILS) which has resulted in reduced manpower requirements in the supply operations area.

3. The centralization of management of commissary stores has also enabled the Army to reduce the number of personnel utilized in that area. In order to effectively utilize existing personnel in commissary stores, the Army has converted full time personnel to part time personnel where such action was feasible and did not degrade the level of service to customers.

4. In order to preclude the growth of the number of personnel employed in base operations functions the Army will utilize contractors to perform certain new functions such as compliance with Occupational Safety and Health Act (OSHA) standards and environmental standards.

5. Similarly, consolidation of real property maintenance activities with other military services is designed to reduce overall base support costs.

6. The Army's continued scrutiny of its installations and activities is expected to reduce nonessential overhead and support personnel and associated costs. In addition to the studies of conversion to contract mentioned above, a number of other actions are in progress:

- a. In order to reduce the number of high cost, single mission installations, the Army is studying potential realignments at Forts Hamilton and Totten, New York; Fort MacArthur, California; Arlington Hall Station, Virginia; Vint Hill Farms Station, Virginia and Fort Buchanan, Puerto Rico. Also under study is



is possible termination of most active Army activities at Fort Indiantown Gap, Pennsylvania. The Army has already announced its preferred alternative to terminate family housing activities at Schilling Manor, Kansas.

b. As part of a continuing program to streamline depot operations, the Army is studying the possible movement of some functions from New Cumberland Army Depot, Pennsylvania, and Rock Island Arsenal, Illinois, for consolidation elsewhere.

c. A number of other actions are being studied to reduce overhead support costs, to consolidate schools within the Army and to consolidate Army schools with other military service schools. Included is the concept of conversion to reduce the base support costs related to the Army training mission.

SECTION VI.

ARMY BASE STRUCTURE

TABLE VIII

## SUMMARY OF NUMBER OF ARMY INSTALLATIONS, ACTIVITIES AND PROPERTIES

Mission Category (IDPPC)	Fifty States		U.S. Territories and Possessions		Foreign Overseas Areas		Total
	Act.	Inact.	Act.		Act.		
STRATEGIC FORCES							
-Strategic (101)							
-Intell. & Comm. (103)	1		0		0		1
-Guard & Reserve (105)							
-Research & Develop (106)							
etc.							
GENERAL PURPOSE FORCES							
-General Purpose (202)	16		1		170		187
-Intell. & Comm. (203)							
-Airlift Sealift (204)	3	1	0		0		4
-Guard & Reserve (205)	7		2		0		9
-Research & Develop (206)							
etc.							
AUXILIARY FORCES							
-Intell. & Comm. (303)	4		0		3		7
-Research & Dev. (306)	17		1		0		18
MISSION SUPPORT FORCES							
-General Purpose (402)	5		0		8		13
CENTRAL SUPPORT FORCES							
-Central Supply & Maint. (507)	45	13	0		15		73



TABLE VIII (Cont d)

## SUMMARY OF NUMBER OF ARMY INSTALLATIONS, ACTIVITIES AND PROPERTIES (CONT.)

Mission Category (IDPPC)	Fifty States		U.S. Territories and Possessions		Foreign Overseas Areas		Total
	Act.	Inact.	Act.		Act.		
-Training Medical and Other (508)	32	1	0		11		44
TOTAL ARMY	30	15	4		207		356

ARMY BASE STRUCTURE

STRATEGIC FORCES

FIFTY STATES

Major Unit/Activity/Purpose

State

Nearest City

Installation/Activity

INTELLIGENCE & COMMUNICATIONS (103)

Waynesboro, PA

Fort Ritchie

MD

Communications

ARMY BASE STRUCTURE

STRATEGIC FORCES

US TERRITORIES AND POSSESSIONS

- NOT APPLICABLE -



<u>Installation/Activity</u>	<u>Nearest City</u>	<u>State</u>	<u>Major Unit/Activity/Purpose</u>
<u>AIRLIFT/SEALIFT (204)</u>			
Oakland Army Base	Oakland	CA	Harbor & Port
Military Ocean Terminal Bayonne	Bayonne	NJ	Harbor & Port
Military Ocean Terminal Sunny Point	Wilmington	NC	Harbor & Port
<u>GUARD AND RESERVE (205)</u>			
* Fort Chaffee	Fort Smith	AR	Reserve Components Training
* Fort Irwin	Barstow	CA	Reserve Components Training
* Camp Roberts	San Luis	CA	Reserve Components Training
* Fort Drum	Obispo	NY	Reserve Components & Active Army Training
* Fort A. P. Hill	Watertown	VA	Reserve Components & Active Army Training
* Fort Pickett	Fredericksburg	VA	Reserve Components & Active Army Training
* Fort McCoy	Petersburg	VA	Reserve Components & Active Army Training
993 Reserve Centers	Sparta	WI	Reserve Components Training
462 Annual & Weekend Trng Site	Various		Army Reserve Training
304 Annual & Weekend Trng Site	Various		Army Reserve Training
	Various		National Guard

\*Indicates installation being retained primarily for mobilization.  
Peacetime utilization is training for both Reserve Components and Active Army.

# ARMY BASE STRUCTURE

## GENERAL PURPOSE FORCES

### US TERRITORIES AND POSSESSIONS

#### Major Unit/Activity/Purpose

#### Area

#### Nearest City

#### Installation/Activity

#### GENERAL PURPOSE (202)

Panama Canal  
Military Res.

Balboa

CZ

193d Infantry Bde

#### GUARD & RESERVE (205)

Fort Buchanan

Camp Santiago

San Juan

Salinas

PR

PR

Support of Reserve  
Components

Army National Guard Trng

# ARMY BASE STRUCTURE

## GENERAL PURPOSE FORCES

## FOREIGN OVERSEAS AREAS

<u>Installation/Activity</u>	<u>Nearest City</u>	<u>Ctry/Area</u>	<u>Major Unit/Activity/Purpose</u>
<b>GENERAL PURPOSE (202)</b>			
<b>Ansbach</b>			
Barton Barracks	Ansbach	Germany	1st Armored Division
Bleidorn Kaserne	Ansbach	Germany	VII Corps Artillery
Hindenburg Kaserne	Ansbach	Germany	1st Armored Division
Katterbach Kaserne	Katterbach	Germany	1st Armored Division
McKee Barracks	Crailsheim	Germany	1st Armored Division
Storck Barracks	Illesheim	Germany	1st Armored Division
<b>Aschaffenburg</b>			
Fiori Barracks	Aschaffenburg	Germany	3d Infantry Division (Mech)
Graves Barracks	Aschaffenburg	Germany	3d Infantry Division (Mech)
Jaeger Barracks	Aschaffenburg	Germany	7th Engineer Brigade
Ready Barracks	Aschaffenburg	Germany	3d Infantry Division (Mech)
Smith Barracks	Aschaffenburg	Germany	3d Infantry Division (Mech)
<b>Augsburg</b>			
Flak Kaserne	Augsburg	Germany	USA Medical Command, Europe
Reese Barracks	Augsburg	Germany	VII Corps Artillery
Sheridan Caserne	Augsburg	Germany	VII Corps Artillery
<b>Bad Kreuznach</b>			
Anderson Barracks	Dexheim	Germany	8th Infantry Division (Mech)
Dickelbach Missile Station	Dichtelbach	Germany	32d AD Command



FOREIGN OVERSEAS AREAS (CONT'D)

<u>Installation/Activity</u>	<u>Nearest City</u>	<u>Ctry/Area</u>	<u>Major Unit/Activity/Purpose</u>
<u>GENERAL PURPOSE (202 (Cont'd)</u>			
Bad Kreuznach (Cont'd)			
Minick Kaserne	Bad Kreuznach	Germany	8th Infantry Division (Mech)
Rose Barracks	Bad Kreuznach	Germany	8th Infantry Division (Mech)
Wueschheim Missile Station	Hasselbach	Germany	32d AD Command
Bad Tolz			
Flint Kaserne	Bad Tolz	Germany	US Army Special Forces
Bamberg			
Bamberg Storage & Range Area	Bamberg	Germany	1st Armored Division
Harris Barracks	Coburg	Germany	2d Armored Cav Reg
Warner Barracks	Bamberg	Germany	1st Armored Division
Baumholder			
Hisel Missile Station	Hisel	Germany	32d AD Command
Smith Barracks	Baumholder	Germany	8th Infantry Division (Mech)
Strassburg Kaserne	Idar Oberstein	Germany	8th Infantry Division (Mech)
Wetzel Kaserne	Baumholder	Germany	3d Support Command
Berlin			
Andrews Barracks	Berlin	Germany	Berlin Brigade
McNair Barracks	Berlin	Germany	Berlin Brigade
Roosevelt Barracks	Berlin	Germany	Berlin Brigade
Turner Barracks	Berlin	Germany	Berlin Brigade

FOREIGN OVERSEAS AREAS (CONT'D)

<u>Installation/Activity</u>	<u>Nearest City</u>	<u>Ctry/Area</u>	<u>Major Unit/Activity/Purpose</u>
<u>GENERAL PURPOSE (202) (Cont'd)</u>			
Bremerhaven Carl Schurz Kaserne	Bremerhaven	Germany	USA Spt Group Nordeutschland
Darmstadt Babenhausen Kaserne Cambrai Fritsch Kaserne	Babenhausen	Germany	V Corps Artillery
Ernst Ludwig Kaserne Kelley Barracks	Darmstadt Darmstadt Darmstadt	Germany Germany Germany	32d AD Command 24th Engineer Group 130th Engineer Brigade
Fulda Downs Barracks McPheeters Barracks	Fulda Bad Hersfeld	Germany Germany	11th Armored Cav Reg 11th Armored Cav Reg
Frankfurt Camp Eschborn Camp King Drake Barracks Edwards Barracks Frankfurt Hqs Area Gibbs Barracks Gutleut Kaserne McNair Barracks	Frankfurt Oberursel Frankfurt Frankfurt Frankfurt Frankfurt Frankfurt Frankfurt- Hoechst Frankfurt- Hoeschst	Germany Germany Germany Germany Germany Germany Germany Germany Germany Germany	130th Engineer Brigade 4th Transportation Brigade 3d Armored Division 3d Armored Division V Corps Headquarters V Corps MP 21st Replacement BN V Corps Signal V Corps (3d Support Command)
Michael Barracks	Michael Barracks	Germany	

FOREIGN OVERSEAS AREAS (CONT'D)

<u>Installation/Activity</u>	<u>Nearest City</u>	<u>Ctry/Area</u>	<u>Major Unit/Activity/Purpose</u>
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GENERAL PURPOSE (202) (Cont'd)

Garmisch Sheridan Kaserne	Garmisch	Germany	US Mil Command Activity
Giessen Ayers Kaserne Pendleton Barracks Ray Barracks Rivers Barracks Schloss Kaserne	Kirchgoens Giessen Friedburg Giessen Butzbach	Germany Germany Germany Germany Germany	3d Armored Division 3d Support Command 3d Armored Division V Corps Artillery 3d Armored Division
Goeppingen Bismarck Kaserne Cooke Barracks Hardt Kaserne	Schwaebisch- Gmuend Goeppingen Schwaebisch- Gmuend	Germany Germany Germany Germany	56th FA Brigade 1st INF Division/Forward 56th FA Brigade
Hanau Argonner Kaserne Armstrong Barracks Coleman Barracks Fliegerhorst AirfiKaserne Francois Kaserne Grossauheim Kaserne Hessen-Homburg Kaserne	Hanau Buedingen Gelnhausen Hanau Hanau Grossauheim Hanau	Germany Germany Germany Germany Germany Germany Germany	3d Armored Division 3d Armored Division 3d Armored Division V Corps Artillery 3d Armored Division 3d Support Command 3d Armored Division



FOREIGN OVERSEAS AREAS (CONT'D)

<u>Installation/Activity</u>	<u>Nearest City</u>	<u>Ctry/Area</u>	<u>Major Unit/Activity/Purpose</u>
<u>GENERAL PURPOSE (202) (Cont'd)</u>			
Hanau (Cont'd)			
Hutier Kaserne	Hanau	Germany	3d Armored Division
Pioneer Kaserne	Hanau	Germany	130th Engineer Brigade
Yorkhof Kaserne	Hanau	Germany	USAREUR Labor Service
Heidelberg			
Heidelberg Airfield	Heidelberg	Germany	HQ USAREUR (Aviation)
Kilbourne Kaserne	Schwetzingen	Germany	US Military Personnel Center Europe
Patton Barracks	Heidelberg	Germany	HQ USAREUR (Special Troops)
Tompkins Barracks	Schwetzingen	Germany	USAREUR Map Depot/Bridge Park
Heilbronn			
Artillery Kaserne	Neckarsulm	Germany	56th Artillery Brigade
Badenerhof Kaserne	Heilbronn	Germany	56th Artillery Brigade
Dallau Tactical Defense Station	Dallau	Germany	32d AD Command
Kleingartach Missile Station	Kleingartach	Germany	32d AD Command
Warton Barracks	Heilbronn	Germany	7th Engineer Brigade
Kaiserslautern			
Kleber Kaserne	Kaiserslautern	Germany	21st Support Command
Panzer Kaserne	Kaiserslautern	Germany	Hq 21st Support Command
Pulaski Barracks	Einsiedlerhof	Germany	USA Labor Service Agency
Rhine Ordnance Barracks	Kaiserslautern	Germany	USA Combat Equipment Group, Europe

FOREIGN OVERSEAS AREAS (CONT'D)

<u>Installation/Activity</u>	<u>Nearest City</u>	<u>Ctry/Area</u>	<u>Major Unit/Activity/Purpose</u>
<u>GENERAL PURPOSE (202) (Cont'd)</u>			
Karlsruhe			
Griesheim Missile Station	Darmstadt	Germany	32d AD Command
Gerszewski Barracks	Karlsruhe	Germany	24th Engineer Group
Neureut Kaserne	Neureut	Germany	USA Communications
Rhineland Kaserne	Ettlingen	Germany	7th Engineer Brigade
Smiley Barracks	Karlsruhe	Germany	24th Engineer Group
Mainz			
Dragoner Kaserne	Mainz	Germany	USA Medical Command, Europe
Finthen Airfield	Finthen	Germany	V Corps Aviation
Lee Barracks	Gonsenheim	Germany	8th Infantry Division (Mech)
McCully Barracks	Wackernheim	Germany	8th Infantry Division (Mech)
Mannheim			
Coleman Barracks	Mannheim	Germany	7th Signal Brigade Hq.
Funari Barracks	Mannheim	Germany	USA Combat Equipment Group
Gendarmerie Kaserne	Mannheim	Germany	USA Labor Service Agency
Turley Barracks	Mannheim	Germany	3d Support Command
Spinelli Barracks	Mannheim	Germany	4th Transportation Brigade
Sullivan Barracks	Mannheim	Germany	8th Infantry Division (Mech)
Taylor Barracks	Mannheim	Germany	15th MP Det
Munich			
McGraw Kaserne	Munich	Germany	Military Intelligence Group

FOREIGN OVERSEAS AREAS (CONT'D)

<u>Installation/Activity</u>	<u>Nearest City</u>	<u>Ctry/Area</u>	<u>Major Unit/Activity/Purpose</u>
<u>GENERAL PURPOSE (202) (Cont'd)</u>			
Neu Ulm			
Inneringen Tactical	Sigmaringen	Germany	56th Artillery Brigade
Defense Station	Neu Ulm	Germany	59th Ordnance Group
Nelson Barracks	Neu Ulm	Germany	1st Infantry Division (Mech) / Forward
Wiley Barracks			
Nuernberg			
Darby Kaserne	Fuerth	Germany	1st Armored Division
Ferris Barracks	Erlangen	Germany	1st Armored Division
Herzo Base	Herzogenaurach	Germany	VII Corps Artillery
Johnson Barracks	Fuerth	Germany	1st Armored Division
Merrell Barracks	Nuernberg	Germany	2d Armored Cavalry Regiment
Montieth Barracks	Fuerth	Germany	1st Armored Division
O'Brien Barracks	Schwabach	Germany	1st Armored Division
Pinder Barracks	Zirndorf	Germany	1st Armored Division
Pirmasens			
Husterhoeh Kaserne	Pirmasens	Germany	32d AD Command
Schwaebisch Hall			
Dolan Barracks	Hessental	Germany	11th Aviation Group
Schweinfurt			
Conn Barracks	Schweinfurt	Germany	3d Infantry Division (Mech)
Daley Barracks	Bad Kissingen	Germany	3d Infantry Division (Mech)
Ledward Barracks	Schweinfurt	Germany	3d Infantry Division (Mech)



FOREIGN OVERSEAS AREAS (CONT'D)

<u>Installation/Activity</u>	<u>Nearest City</u>	<u>Ctry/Area</u>	<u>Major Unit/Activity/Purpose</u>
<b>GENERAL PURPOSE (202) (Cont'd)</b>			
Seventh Army Training Command			
Camp Wildflecken	Wildflecken	Germany	3d Infantry Division (Mech)
Christensen Barracks	Bindlach	Germany	2d Armored Cavalry Regiment
East Camp Grafenwohr	Grafenwohr	Germany	3d Brigade, 2d Armored Division
Hohenfels Training Area	Hohenfels	Germany	7th Army Training Command
Pioneer Kaserne	Regensburg	Germany	32d AD Command
Pond Barracks	Amberg	Germany	2d Armored Cavalry Regiment
Schemm Kaserne	Bayreuth	Germany	2d Armored Cavalry Regiment
South Camp Vilseck	Vilseck	Germany	7th Army Training Command
Stuttgart			
Boeblingen Maintenance Plant	Boeblingen	Germany	2d Support Command
Boettingen Tactical Defense Station	Boettingen	Germany	32d AD Command
Coffee Barracks	Ludwigsburg	Germany	USA Medical Command, Europe
Echterdingen Airfield	Stuttgart	Germany	2d Support Command
Flak Kaserne	Ludwigsburg	Germany	2d Support Command
Funker Kaserne	Esslingen	Germany	2d Support Command
Grenadier Kaserne	Zuffenhausen	Germany	VII Corps Headquarters
Kelley Barracks	Moehgringen	Germany	VII Corps Headquarters
Krabbenloch Kaserne	Ludwigsburg	Germany	VII Corps Signal BN
Ludendorf Kaserne	Kornwestheim	Germany	7th Engineer Brigade
Nellingen Kaserne	Nellingen	Germany	2d Support Command

FOREIGN OVERSEAS AREAS (CONT'D)

<u>Installation/Activity</u>	<u>Nearest City</u>	<u>Ctry/Area</u>	<u>Major Unit/Activity/Purpose</u>
<u>GENERAL PURPOSE (202) (Cont'd)</u>			
Stuttgart	Boeblingen	Germany	1st Infantry Division (Mech) / Forward
Panzer Kaserne			VII Corps Headquarters
Robinson Barracks	Stuttgart	Germany	USAREUR AG
Wallace & McGee Barracks	Stuttgart	Germany	15th MP Brigade
Wilkin Barracks	Kornwestheim	Germany	
Wiesbaden	Wiesbaden	Germany	V Corps Artillery
Camp Pieri	Wiesbaden	Germany	4th Brigade, 4th Infantry Division (Mech)
Wiesbaden Air Base			
Worms	Quirnheim	Germany	32d AD Command
Quirnheim Missile Station	Worms	Germany	US Army Communications Command
Taukkunen Barracks			
Wuerzburg	Wuerzburg	Germany	3d Infantry Division (Mech)
Emery Barracks			
Giebelstadt Tactical Defense Station	Wuerzburg	Germany	32d AD Command
Hardheim Missile Station	Hardheim	Germany	32d AD Command
Harvey Barracks	Kitzingen	Germany	3d Infantry Division (Mech)
Hindenburg Barracks	Wuerzburg	Germany	3d Infantry Division (Mech)

FOREIGN OVERSEAS AREAS (CONT'D)

<u>Installation/Activity</u>	<u>Nearest City</u>	<u>Ctry/Area</u>	<u>Major Unit/Activity/Purpose</u>
<u>GENERAL PURPOSE (202) (Cont'd)</u>			
Wuerzburg (Cont'd)			
Larson Barracks	Kitzingen	Germany	3d Infantry Division (Mech)
Leighton Barracks	Wuerzburg	Germany	3d Infantry Division (Mech) Headquarters
Mainbullau Missile Station	Miltenberg	Germany	32d AD Command
Peden Barracks	Wertheim	Germany	VII Corps Artillery
Camp Zama	Sagamihara	Japan	IX Corps Headquarters USA Garrison, Honshu
Camp Ames	Taejon	Korea	Ammo Depot
Camp Casey	Tongduchon	Korea	2d INF DIV (-)
Camp Colbern	Seoul	Korea	Artillery BN
Camp Essayons	Uijong-Bu	Korea	Artillery BN
Camp Greaves	Changdan-Gun	Korea	Infantry BN
Camp Henry	Taegu	Korea	HQ, 19th Support Brigade
Camp Hovey	Tongduchon- Ni	Korea	Infantry Brigade (-)
Camp Howard	Song Hwan	Korea	Combat Service Support
Camp Humphreys	Myon Pyong Taek	Korea	Engineer, Combat Support & Combat Service Support
Camp Long	Won Ju	Korea	Communications
Camp Mercer	Puchon	Korea	Engineer BN (-)
Camp Moiser	Uijong-Bu	Korea	Signal and Admin
Camp Page	Chun Chon	Korea	AD BN (-)
Camp Pelham	Kumowon-Ni	Korea	Missile Command Unit FA BN



FOREIGN OVERSEES AREAS (CONT'D)

<u>Installation/Activity</u>	<u>Nearest City</u>	<u>Ctry/Area</u>	<u>Major Unit/Activity/Purpose</u>
<u>GENERAL PURPOSE (202) (Cont'd)</u>			
Camp Red Cloud	Uijong-Bu	Korea	I Corps Headquarters
Camp Sears	Uijong-Bu	Korea	Combat Service Support
Camp Stanley	Uijong-Bu	Korea	Artillery Unit
Camp Walker	Taegu	Korea	Combat Support
Kimpo Area	Seoul	Korea	Communications AD BN(-)
Niblo Area	Seoul	Korea	Maintenance, Supply
Osan Air Force Base	Osan	Korea	38th AD Brigade Hq

# ARMY BASE STRUCTURE

## AUXILIARY FORCES

### FIFTY STATES

<u>Installation/Activity</u>	<u>Nearest City</u>	<u>State</u>	<u>Major Unit/Activity/Purpose</u>
------------------------------	---------------------	--------------	------------------------------------

#### INTELLIGENCE & COMMUNICATIONS (303)

Fort Huachuca	Sierra Vista	AZ	Communications CMD
Defense Mapping Agency	Washington	DC	Intelligence School
Arlington Hall Station	Arlington	VA	Mapping & Charting
Vint Hill Farms Station	Warrenton	VA	Hq and Admin
			Comm & Intel Activities

#### RESEARCH & DEVELOPMENT (306)

Redstone Arsenal	Huntsville	AL	Rocket & Guided Msl R&D
Fort Greely	Fairbanks	AK	R&D Test Center
			Artic Training
Yuma Proving Ground	Yuma	AZ	R&D Test Center
Jefferson Proving Ground	Madison	IN	R&D Test Center
Aberdeen Proving Ground	Baltimore	MD	R&D Test Center
			Ordnance School
Edgewood Arsenal	Baltimore	MD	R&D
Fort Detrick	Fredrick	MD	R&D
Harry Diamond Labs	Silver Spring	MD	R&D
Army Material & Mechanics			
Research Center	Watertown	MA	R&D
Natick Development	Natick	MA	R&D
Center			
Cold Regions Research Lab	Hanover	NH	R&D

<u>Installation/Activity</u>	<u>Nearest City</u>	<u>State</u>	<u>Major Unit/Activity/Purpose</u>
RESEARCH & DEVELOPMENT (306) (Cont'd)			
Fort Monmouth	Red Bank	NJ	R&D
Picatinny Arsenal	Dover	NJ	Headquarters
White Sands Missile Range	Las Cruces	MN	R&D
Watervliet Arsenal	Watervliet	NY	R&D Test Center
Dugway Proving Ground	Salt Lake City	UT	National Test Range
Woodbridge Research Facility	Woodbridge	VA	R&D/Production
			R&D Test Center
			R&D



ARMY BASE STRUCTURE

AUXILIARY FORCES

US TERRITORIES AND POSSESSIONS

<u>Installation/Activity</u>	<u>Nearest City</u>	<u>Area</u>	<u>Major Unit/Activity/Purpose</u>
RESEARCH & DEVELOPMENT (306)			
Kwajalein Missile Range		MI	National Test Range

ARMY BASE STRUCTURE

AUXILIARY FORCES

FOREIGN OVERSEAS AREAS

<u>Installation/Activity</u>	<u>Nearest City</u>	<u>Ctry/Area</u>	<u>Major Unit/Activity/Purpose</u>
INTELLIGENCE & COMMUNICATIONS (303)			
Augsburg	Augsburg	Germany	USINSCOM Field Station
Gablingen Kaserne			
Munich			
Bad Aibling Kaserne	Bad Aibling	Germany	Intelligence
Torii Station	Koza	Japan	Intelligence
		(Okinawa)	

ARMY BASE STRUCTURE

MISSION SUPPORT FORCES

FIFTY STATES

<u>Installation/Activity</u>	<u>Nearest City</u>	<u>State</u>	<u>Major Unit/Activity/Purpose</u>
<u>GENERAL PURPOSE (402)</u>			
Presidio of San Francisco	San Francisco	CA	Headquarters Admin
Fort McPherson	Atlanta	GA	Letterman Army Medical Center
Fort Gillem	Atlanta	GA	FORSCOM Headquarters
			Readiness Region Hqs;
			Support of FORSCOM Hqs
Fort Shafter	Honolulu	HI	Headquarters & Admin
Fort George C. Meade	Baltimore	MD	Headquarters & Admin



ARMY BASE STRUCTURE  
MISSION SUPPORT FORCES  
US TERRITORIES AND POSSESSIONS

- NOT APPLICABLE -

# ARMY BASE STRUCTURE

## MISSION SUPPORT FORCES

## FOREIGN OVERSEAS AREAS

<u>Installation/Activity</u>	<u>Nearest City</u>	<u>Ctry/Area</u>	<u>Major Unit/Activity/Purpose</u>
<u>GENERAL PURPOSE (402)</u>			
Chievres Air Base	Mons	Belgium	NATO SHAPE Support Group
Heidelberg Campbell Barracks	Heidelberg	Germany	Headquarters, USAREUR
Mannheim Hammond Barracks	Mannheim	Germany	Headquarters, Central Army Group (NATO)
Stuttgart Patch Barracks	Vaihingen	Germany	Headquarters, US European Command
Zweibruecken Kreuzberg	Zweibruecken	Germany	US Army Material Management Center, Europe
Camp Darby Camp Ederle	Pisa Vicenza	Italy Italy	8th Support Group (SETAF) Headquarters, SETAF
Yongsan	Seoul	Korea	Headquarters, Eighth US Army Combat Service Support

# ARMY BASE STRUCTURE

## CENTRAL SUPPORT FORCES

### FIFTY STATES

<u>Installation/Activity</u>	<u>Nearest City</u>	<u>State</u>	<u>Major Unit/Activity/Purpose</u>
<u>CENTRAL SUPPLY &amp; MAINTENANCE (507)</u>			
Anniston Army Depot	Anniston	AL	Depot
Coosa River Storage Annex	Talladega	AL	Storage
Navajo Depot Activity	Flagstaff	AZ	Storage
Pine Bluff Arsenal	Pine Bluff	AR	Production
Sacramento Army Depot	Sacramento	CA	Depot
Sharpe Army Depot	Stockton	CA	Depot
Sierra Army Depot	Herlong	CA	Depot
Pueblo Depot Activity	Pueblo	CO	Depot
Rocky Mountain Arsenal	Denver	CO	Production
Rock Island Arsenal	Rock Island	IL	Production
Savanna Depot Activity	Savanna	IL	Depot
Indiana Army Ammunition Plant	Charleston	IN	Production
Iowa Army Ammunition Plant	Burlington	IA	Production
Defense Ind Plt Equip Facility	Atchison	KS	Tool Storage
Kansas Army Ammunition Plant	Parsons	KS	Production
Lexington Blue Grass Depot Activity	Lexington	KY	Depot



<u>Installation/Activity</u>	<u>Nearest City</u>	<u>State</u>	<u>Major Unit/Activity/Purpose</u>
CENTRAL SUPPLY & MAINTENANCE (507) (Cont'd)			
Blue Grass Depot	Richmond	KY	Depot
Activity			
Louisiana Army Ammunition Plant	Shreveport	LA	Production
Detroit Arsenal Tank Plant	Detroit	MI	Production
Michigan Army Missile Plant	Sterling Heights	MI	Production
Pontiac Storage Facility	Pontiac	MI	Storage
Lake City Army Ammunition Plant	Independence	MO	Production
Fort Wingate Depot			
Activity	Gallup	NM	Ammo Storage
Seneca Army Depot	Geneva	NY	Depot
Tarheel Army Missile Plant	Burlington	NC	Production
Defense Construction Supply Center	Columbus	OH	Supply Storage & Distribution (DLA)
Umatilla Depot Activity	hermiston	OR	Depot
Defense Personnel Support Center	Philadelphia	PA	Procurement/Supplies (DLA)
Letterkenny Army Depot	Chambersburg	PA	Depot
New Cumberland Army Depot	Harrisburg	PA	Depot
Scranton Army Ammunition Plant	Scranton	PA	Production
Tobyhanna Army Depot	Scranton	PA	Depot
Defense Depot Memphis	Memphis	TN	Supply Storage & Distribution (DLA)

<u>Installation/Activity</u>	<u>Nearest City</u>	<u>State</u>	<u>Major Unit/Activity/Purpose</u>
CENTRAL SUPPLY & MAINTENANCE (507) (Cont'd)			
Holston Army Ammunition Plant	Kingsport	TN	Production
Milan Army Ammunition Plant	Jackson	TN	Production
Volunteer Army Ammunition Plant	Chattanooga	TN	Production
Lone Star Army Ammunition Plant	Texarkana	TX	Production
Longhorn Army Ammunition Plant	Marshall	TX	Production
Red River Army Depot	Texarkana	TX	Depot
Camp Stanley Storage Activity	San Antonio	TX	Storage
Saginaw Army Aircraft Plant	Fort Worth	TX	Production
Defense Depot Ogden	Ogden	UT	Depot (DLA)
Tooele Army Depot	Tooele	UT	Depot
Defense General Supply Center	Richmond	VA	Depot
Radford Army Ammunition Plant	Radford	VA	Production

<u>Installation/Activity</u>	<u>Nearest City</u>	<u>State</u>	<u>Major Unit/Activity/Purpose</u>
Fort McClellan	Anniston	AL	Military Police School & Training Center
Fort Rucker	Daleville	AL	Aviation Center & School
Presidio of Monterey	Monterey	CA	Defense Language School
Fitzsimmons Army Medical Center	Aurora	CO	Hospital
Fort Lesley J. McNair	Washington	DC	National Defense University Headquarters
Walter Reed Army Medical Center	Washington	DC	Hospital
Fort Benning	Columbus	GA	The Infantry Center & School
Fort Gordon	Augusta	GA	Signal Center & School
Tripler Army Medical Center	Honolulu	HI	Hospital
Fort Sheridan	Highland Park	IL	Recruiting Command HQ
Fort Benjamin Harrison	Indianapolis	IN	US Army Institute for Administration
Fort Leavenworth	Leavenworth	KS	Command & General Staff College
Fort Knox	Louisville	KY	Army Training Center
Fort Devens	Ayer	MA	ASA Center & School
Fort Leonard Wood	Jefferson City	MD	Army Training Center
Fort Dix	Trenton	NJ	Army Training Center
Fort Hamilton	New York	NY	Admin & Logistical Support
Fort Wadsworth	New York	NY	Chaplain School
West Point Military Reservation	Newburgh	NY	US Military Academy
Stewart Annex	Newburgh	NY	Training & Housing
Fort Sill	Lawton	OK	US Army Field Artillery Center & School

TRAINING MEDICAL & OTHER (508)



<u>Installation/Activity</u>	<u>Nearest City</u>	<u>State</u>	<u>Major Unit/Activity/Purpose</u>
TRAINING MEDICAL & OTHER (508) (Cont'd)			
Carlisle Barracks	Carlisle	PA	US Army War College
Fort Jackson	Columbia	SC	US Army Training Center
Fort Bliss	El Paso	TX	Air Defense Center & School
AAA Ranges (in NM)	El Paso	NM	Training
Fort Sam Houston	San Antonio	TX	Medical Training
			Headquarters
Fort Belvoir	Alexandria	VA	USA Engineer Center & School
Cameron Station	Alexandria	VA	Logistical Support
			Headquarters
Fort Eustis	Newport News	VA	Transportation Center & School
			TRADOC Headquarters
Fort Monroe	Hampton	VA	Training
Fort Story	Virginia Beach	VA	Admin & Logistical Support
Fort Myer	Arlington	VA	

ARMY BASE STRUCTURE  
CENTRAL SUPPORT FORCES  
US TERRITORIES AND POSSESSIONS

- NOT APPLICABLE -

ARMY BASE STRUCTURE

CENTRAL SUPPORT FORCES

FOREIGN OVERSEAS AREAS

<u>Installation/Activity</u>	<u>Nearest City</u>	<u>Ctry/Area</u>	<u>Major Unit/Activity/Purpose</u>
CENTRAL SUPPLY & MAINTENANCE (507)			
Burtonwood Army Depot	Warrington	United Kingdom	Depot
Baumholder Nahbollenbach Army Depot	Idar Oberstein	Germany	Depot
Darmstadt Muenster Ammo Depot	Muenster	Germany	Depot
Giessen Giessen General Depot	Giessen	Germany	Depot
Heilbronn Siegelbach Ammo Facility	Siegelbach	Germany	Depot
Kaiserslautern Daenner Kaserne	Kaiserslautern	Germany	HQ, Kaiserslautern Army Depot
Kaiserslautern Army Depot	Kaiserslautern	Germany	Depot



FOREIGN OVERSEAS AREAS (CONT'D)

<u>Installation/Activity</u>	<u>Nearest City</u>	<u>Ctry/Area</u>	<u>Major Unit/Activity/Purpose</u>
<u>CENTRAL SUPPLY &amp; MAINTENANCE (507) (Cont'd)</u>			
Karlsruhe			
Germersheim Army Depot	Germersheim	Germany	Depot
Pirmasens			
Dahn Ammo Depot	Dahn	Germany	Depot
Fischbach ORD Depot	Pirmasens	Germany	Depot
Pirmasens UG Storage Areas	Pirmasens	Germany	Depot
Worms			
Kriegsfeld Ammo Depot	Kriegsfeld	Germany	Depot
Zweibruecken			
Miesau Ammo Depot	Miesau	Germany	Depot
Camp Carroll	Waegwan	Korea	Depot
Hialeah Compound	Pusan	Korea	Port - Storage
<u>TRAINING MEDICAL &amp; OTHER (508)</u>			
Bad Kreuznach			
Bad Kreuznach Hospital	Bad Kreuznach	Germany	Hospital
Baumholder			
Baumholder Hospital	Baumholder	Germany	Hospital
Neubruerke Hospital	Hoppstaeden	Germany	Hospital

FOREIGN OVERSEAS AREAS (CONT'D)

Installation/Activity	Nearest City	Ctry/Area	Major Unit/Activity/Purpose
TRAINING MEDICAL & OTHERS (508) (Cont'd)			
Berlin	Berlin	Germany	Hospital
Steglitz Hospital			
Bremerhaven	Bremerhaven	Germany	Hospital
Bremerhaven Hospital			
Frankfurt	Frankfurt	Germany	Hospital
Frankfurt Hospital			
Heidelberg	Heidelberg	Germany	Hospital
Heidelberg Hospital			
Kaiserslautern	Landstuhl	Germany	Hospital
Landstuhl Hospital			
Nuernberg	Nuernberg	Germany	Hospital
Nuernberg Hospital			
Pirmasens	Muenchweiler	Germany	Hospital
Muenchweiler Hospital			
Stuttgart	Bad Cannstatt	Germany	Hospital
Bad Cannstatt Hospital			

ARMY BASE STRUCTURE

INACTIVE INSTALLATIONS 1./  
(ALL CATEGORIES)

FIFTY STATES

Major Unit/Activity/Purpose

State

Nearest City

Installation/Activity

AIRLIFT/SEALIFT (204)

Military Ocean Terminal, Kingsland  
Kings Bay

GA

Harbor and Port

CENTRAL SUPPLY AND MAINTENANCE (507)

Production

AL

Muscle Shoals

Phosphate Development  
Works

Production

CA

Riverbank

Riverbank Army 2./  
Ammunition Plant

Production

IL

Joliet

Joliet Army Ammunition  
Plant

Production

IN

Terre Haute

Newport Army Ammunition  
Plant

Production

KS

Lawrence

Sunflower Army  
Ammunition Plant

Production

MN

New Brighton

Twin Cities Army  
Plant

Production

MO

St. Louis

Gateway Army Ammunition  
Plant

Production

MO

St. Louis

St. Louis Army  
Ammunition Plant

Production

NB

Grand Island

Cornhusker Army  
Ammunition Plant



<u>Installation/Activity</u>	<u>Nearest City</u>	<u>State</u>	<u>Major Unit/Activity/Purpose</u>
CENTRAL SUPPLY AND MAINTENANCE (507)			
Lima Army Modification Center 3./	Lima	OH	Modification of Combat Vehicles
Ravenna Army Ammunition Plant	Ravenna	OH	Production
Hays Army Ammunition Plant	Pittsburgh	PA	Production
Badger Army Ammunition Plant	Baraboo	WI	Production
TRAINING MEDICAL AND OTHER (508)			
Branch USDB Lompoc	Santa Maria	CA	Military Prison (under permit to Federal Bureau of Prisons)

84

- 1./ Excludes inactive installations which have been reported as excess.
- 2./ To be reactivated during FY 77.
- 3./ To be reactivated during FY 80 for XMI Tank Production.

## CHAPTER THREE

### NAVY BASE STRUCTURE

#### I. Introduction

The Navy Base Structure Chapter to the Manpower Requirements Report for FY 1978 is submitted in compliance with Section 302, PL 94-361. The chapter consists of five sections in addition to the introduction. Section II, Base Structure Overview, discusses factors affecting the structure of the Navy Shore Establishment. Section III relates major Navy activities to the forces supported within the framework of the Installation Defense Planning and Programming (IDPP) categories. Section IV, Base Operations Costs, describes those functions whose costs are included in this cost category. A summary cost table by major defense program is included. Section V discusses the Navy's continuing appraisal of base operations costs. Section VI is a listing of major Navy activities by IDPP category.

## II. Base Structure Overview

The national strategy of the United States is a forward strategy, derived from the insularity which is its dominant geopolitical characteristic. Such a strategy requires not only deployable forces capable of sustained operations at sea, but also a shore establishment capable of providing essential logistics support, including training and maintenance.

To ensure that the United States can sustain vital imports and protect national interests lying beyond our borders, the Navy must be capable of conducting prompt and sustained operations at sea in support of our national interests. More specifically, the Navy must be able to control sea lines of communication as required by a given set of circumstances, whether it be a contingency operation or full mobilization. The Navy Shore Establishment (operating bases, supply centers, shipyards, aircraft rework facilities, weapons stations, etc.,) which supports the fleet must be located to ensure flexibility and responsiveness.

Based on the composition of the fleet, criteria have been established for homeporting. These criteria define the number of bases and support capabilities required on each coast. An operational consideration of great importance is that as many ships as possible be overhauled in proximity to their homeports. This consideration, coupled with the types of ships to be maintained, results in criteria for shipyard requirements. Criteria utilized for fleet aircraft basing are to retain the minimum number of bases for programmed aircraft and to collocate carrier-based tactical and carrier-based ASW aircraft. Similarly, the size and composition of the fleet determine the types, numbers, and location of aircraft rework facilities, ordnance activities, weapons ranges, and other support facilities. Selected fleet training is provided at major port complexes, while other specialized education and training complexes support recruit training, specialized skill training, officer acquisition training, undergraduate flight training, etc. Whenever possible, initial skill training is provided in close proximity to acquisition training.

Operating bases are the heart of the Navy's Shore Establishment, providing deep water harbors with pier space and anchorages, cargo staging and loading areas, ship and aircraft depot maintenance and other support facilities. Major coastal complexes including airfields, supply centers, shipyards, air rework facilities, medical facilities and



training centers have evolved around these operating bases to provide direct support to the fleet. These Complexes are key distribution centers for both material and maintenance support. While they differ in size, all have the essential quality of being integrated and providing synergistic support to operating forces, i.e., ships and aircraft.

### III. Relationship of Base Structure to Force Structure

The function of the Navy's Shore Establishment is to provide effective, economical support to the fleet. Variations in the structure, composition or weaponry of the fleet affect the structure of the Shore Establishment as do technological advances or changes in training doctrine. Changes in deployment policy, political considerations in host countries, and resource availability are also included in the numerous factors affecting the Shore Establishment. In order to assess the impact of these variables, a continuing review of the structure and effectiveness of the Shore Establishment is required.

A brief discussion of the missions by Installation Defense Planning and Programming Category follows. A listing of the major activities within these categories is provided in Section VI.

#### Strategic Forces (100)

The Submarine Base Bangor, Washington, is in a developmental status and is scheduled to be fully operational in April 1979.

#### General Purpose Forces (200)

The two primary functions of the Navy are sea control and power projection. The forces fulfilling these functions are submarines, carriers with their assigned aircraft, other surface combatants and maritime patrol air forces. The high degree of logistic support required by these forces is provided by these "General Purpose" installations. Homeporting facilities for ships and aircraft, maintenance, logistic support and specialized training are representative of the fleet support requirements met by these installations or activities which are their tenants.

The Reserve Air Stations support the Ready Reserve Air Squadrons.

#### Auxiliary Forces (300)

The Navy Command and Control System provides the means to effectively exercise the operational direction of naval forces in peace and war. Its objectives are to ensure that the National Command Authorities, unified commanders, naval component commanders, and subordinate naval commanders are able to discharge their responsibilities by receiving sufficient, accurate and timely information on which to base their decisions and by having available the means to communicate these decisions to the forces involved. Effective control over its forces allows the Navy to operate on a coordinated basis in fulfilling its world-wide operational responsibilities.

Under the Chief of Naval Material, the Navy's RDT&E Community is organized on a center of excellence concept under which each activity is responsible for a given technological area. Technology will have an ever increasing impact on the development of a balanced force structure. The accelerating rate of technological improvements impacts on the nature of the future threat as well as the capabilities of naval forces.

#### Mission Support Forces (400)

The primary functions of the Navy are sea control and power projection. These functions are performed by surface combatants with associated aircraft, submarines, maritime patrol air forces and amphibious forces. Navy amphibious task forces and Marine amphibious forces are a major, specialized element in the execution of the power projection function. All these forces require a high degree of logistic support ranging from homeporting facilities for ships and aircraft to weapons, maintenance and supply support. A broad range of fleet support requirements are provided by these installations. In addition, these activities provide logistic support to activities of the Naval Shore Establishment located in the same geographic complex.

The Reserve Training Centers support the Ready Reserve Forces.



#### Central Support Forces (500)

The Navy Medical Department, through a network of regional medical centers and associated hospitals and dispensaries, provides medical care in support of the fleet and to other qualified beneficiaries.

The Naval Education and Training Command is responsible for providing trained personnel to man and support the fleet. Included in this mission are recruit training, officer acquisition training, specialized slice training, flight training and professional development education. Additional data is available in the Military Manpower Training Report.

Logistics activities such as inventory control points and construction battalion centers provide specialized support to the fleet.

#### Individual (600)

None.

Table IX summarizes the number of principal Navy installations and associated properties.

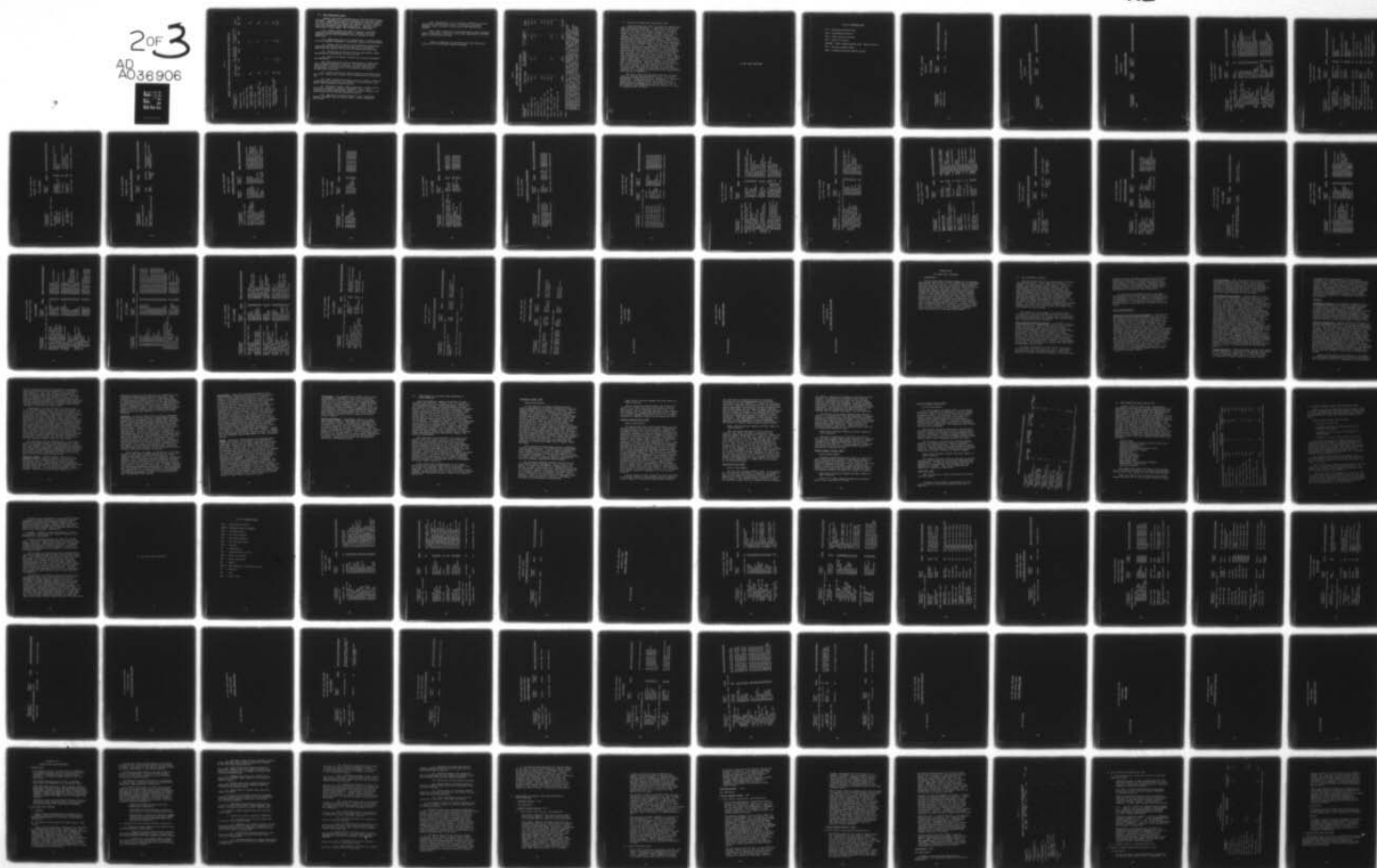
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ASSISTANT SECRETARY OF DEFENSE (INSTALLATIONS AND LOG--ETC F/G 15/3  
BASE STRUCTURE ANNEX TO MANPOWER REQUIREMENTS REPORT FOR FY 197--ETC(U)  
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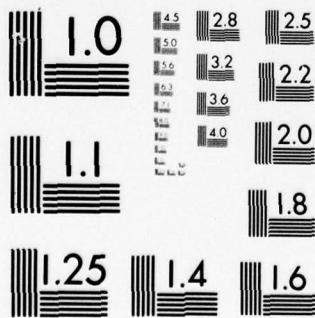
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MICROCOPY RESOLUTION TEST CHART  
NATIONAL BUREAU OF STANDARDS-1963-A



TABLE IX

SUMMARY OF NUMBER OF NAVY INSTALLATIONS, ACTIVITIES AND PROPERTIES

Mission Category (IDPPC)	<u>Fifty States</u>		<u>U.S. Territories and Possessions</u>		<u>Foreign Overseas Areas</u>		<u>Total</u>	
	<u>Act</u>	<u>Inac</u>	<u>Act</u>	<u>Inac</u>	<u>Act</u>	<u>Inac</u>	<u>Act</u>	<u>Inac</u>
STRATEGIC FORCES								
- Strategic (101)*	1							
GENERAL PURPOSE FORCES								
- General Purpose (202)	46		3		10		59	
- Guard & Reserve (205)	6						6	
AUXILIARY FORCES								
- Intell. & Comm. (303)	8		5		10		23	
- Research & Develop. (306)	30						30	
MISSION SUPPORT FORCES								
- General Purpose (402)	15		3		8		26	
CENTRAL SUPPORT FORCES								
- Central Supply & Maint (507)	12		3		3		18	
- Training, Medical, & Other Personnel (508)	73		1		3		77	
	191		15		34		240	

\* Developmental Status

#### IV. Base Operations Costs

Funding identified includes pay of civilian and military personnel, purchase of supplies, equipment and services, payment of rents, communications and utility charges, costs of travel and training for base personnel and costs of military construction and investment items where applicable. Operation and Maintenance funds support the following base functions:

- (1) Mission operations such as operating Aircraft Intermediate Maintenance Departments. However, parts and supplies used by this department are not charged to base operations.
- (2) Administration such as comptroller, internal review, civilian manpower management, accounting, payroll and disbursing.
- (3) Supply such as storage and warehousing operations, receiving and issuing supplies and materials, waterfront operations and operating aircraft fuel servicing facilities.
- (4) Maintenance of material such as major/minor repair and preventive maintenance of service craft.
- (5) Medical and dental services for military personnel and dependents.
- (6) Base operations such as maintenance of administrative telephone equipment, security, air operations such as control tower and aircraft terminal, and port services such as operation of service craft, oil spillage clean up and navigational assistance.
- (7) Utility production and distribution including steam, hot water, electricity, potable water, sewage and air conditioning.
- (8) Other engineering support such as custodial services, refuse/garbage collection, snow removal, fire protection, and public works department administration.
- (9) Personnel support such as operation of food service facilities (messhalls, galleys, bakeries), BOQ's, BEQ's, libraries and where appropriate support to moral, welfare, and recreational activities and resale activities.
- (10) Operation and Maintenance of civil engineering support equipment such as sedans, buses, trucks, forklifts and cranes.

(11) Maintenance of real property including recurring and special project maintenance of buildings, structures, surfaced areas, grounds, utility plants and distribution systems.

(12) Minor construction and alteration of real property such as expansion, extension, alteration, conversion or replacement of an existing facility.

Table X summarizes the estimated Navy base operations costs for FY 1978 by Major Defense Programs.



TABLE X

MAJOR DEFENSE PROGRAMSNAVY BASE OPERATIONS COSTS (\$ MILLIONS)

<u>Major Defense Programs</u>	<u>Fifty States</u>	<u>U.S. Territories and Possessions</u>	<u>Foreign Overseas Areas</u>	<u>Total</u>
Strategic (01)	\$ 125.0	.3	.8	\$ 126.1
General Purpose (02)	624.8	78.7	253.8	957.3
Intell. & Comm. (03)	60.5	31.3	75.6	167.4
Air/Sealift (04)	-	-	-	-
Guard & Reserve (05)	99.0	-	-	99.0
Research & Develop. (06)	40.2	-	-	40.2
Cent. Supply & Maint. (07)	310.4	-	-	310.4
Trng. Med. & Other Pers. (08)	1115.9	38.7	80.8	1235.4
Admin. & Assoc. (09)	.1	-	-	.1
Spt. of Other Nations (10)	-	-	-	-
Total	<u>2,375.9</u>	<u>149.0</u>	<u>411.0</u>	<u>2,935.9</u>

NOTE: Funding reflected includes costs for each base addressed in this report as shown in the 14 January 1977 FYDP for FY 1978. Funds shown represent all applicable appropriations including Military Personnel, Navy; Operation and Maintenance, Navy; Operation and Maintenance, Navy Reserve; Family Housing, Navy; Research, Development, Test and Evaluation; Other Procurement, Navy; and Military Construction. An example of Military Construction funding appears under Strategic Forces. \$121,410 of the funds shown are MILCON dollars being used to construct the Trident Support Site at Bangor, Washington. It should be noted that one base can have funding in more than one budget program if it has missions in two or more areas.

## V. Actions to Reduce Base Operations Costs

Since calendar year 1970, the fleet has experienced some significant reductions: A reduction of the active fleet by 464 ships from 926 in 1970 to 462 including a loss of 9 carriers to a present strength of 13, and a reduction of 1,756 active fleet aircraft from 5,051 to 3,295. The Shore Establishment has been realigned through a series of planned management actions to more appropriately support this reduced fleet. These actions have reduced Active Ship Homeport complexes from 10 to 7; aircraft basing complexes from 17 to 14; Naval Shipyards from 10 to 8; Air Rework Facilities from 7 to 6 and Naval Hospitals from 30 to 26. These reductions have reduced the Navy's manpower by approximately 120,000 military personnel and 46,000 civilian personnel. The estimated annual savings resulting from these actions approximates \$235 million. On 17 March 1976, the Secretary of the Navy announced plans for the formal study of additional base realignments, reductions and closure actions. While some of these actions have been implemented, the majority remain under study. At this juncture, it is considered that a "Bottoming-out" has been reached in the Navy's major base structure. There are consolidations possible, but not yet proven to be cost-effective, in our air training, equipment testing, and some small detached installations. The Navy is continuing to study its base structure to seek means of achieving further economies and efficiencies in operation.

The Navy, along with the other Services, has been tasked to execute the Presidential policy initiatives promulgated in OMB Circular A-76, Commercial or Industrial Activities. Preliminary analysis is expected to be completed by the end of FY-77. Particular emphasis is being placed on programs which are new starts. Due to the length of the budgetary process no significant impact is expected prior to FY-79.

## VI NAVY BASE STRUCTURE



# LIST OF ABBREVIATIONS

ALF - Auxiliary Landing Field

ASW - Antisubmarine Warfare

FBM - Fleet Ballistic Missile

NAS - Naval Air Station

NAVCAMS - Naval Communications Area Master Station

OLF - Outlying Landing Field

PURS - Prepositioned War Reserve Stocks

# NAVY BASE STRUCTURE

## STRATEGIC

### FIFTY STATES

Installation/  
Activity

Strategic (101)

Submarine Base

Nearest  
City

Bangor

State

WA

Major Unit/Activity/Purpose

Developmental Status

NAVY BASE STRUCTURE

STRATEGIC

US TERRITORIES AND POSSESSIONS

Installation/  
Activity

Nearest  
City

State

Major Unit/Activity/Purpose

NONE



NAVY BASE STRUCTURE

STRATEGIC

FOREIGN OVERSEAS AREAS

<u>Installation/ Activity</u>	<u>Nearest City</u>	<u>Country/ Area</u>	<u>Major Unit/Activity/Purpose</u>
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None

# NAVY BASE STRUCTURE

## General Purpose

### FIFTY STATES

<u>Installation/ Activity</u>	<u>Nearest City</u>	<u>State</u>	<u>Major Unit/Activity/Purpose</u>
GENERAL PURPOSE (202)			
Naval Station Adak	Adak	AK	Patrol Aircraft
Naval Facility Centerville Beach	Ferndale	CA	Oceanographic Research
NAS Lemoore	Lemoore	CA	Attack Aircraft
Naval Facility Point Sur	Monterey	CA	Oceanographic Research
Pacific Missile Test Center	Pt Mugu	CA	RDT&E Air Launched Weapons
San Nicholas IS	Pt Mugu	CA	Range Instrumentation
San Miguel IS	Pt Mugu	CA	Weather Station
Santa Cruz IS	Pt Mugu	CA	Instrumentation Site
Santa Barbara IS	Pt Mugu	CA	Weather Station
Laguna Peak	Pt Mugu	CA	Instrumentation Site
Barking Sands	Kauai	HI	Range Facility
NAS Miramar	San Diego	CA	Fighter/Attack Aircraft
NAS North Island	San Diego	CA	Early Warning/ASW Aircraft
ALF San Clemente	San Clemente	CA	Auxiliary Field
OLF Imperial Beach	Imperial Beach	CA	Outlying Field
NAS Alameda	San Francisco	CA	Support Aircraft
NAS Moffett Field	San Jose	CA	Patrol Aircraft
ALF Crows Landing	Patterson	CA	Auxiliary Field
Submarine Base New London	Groton	CT	Submarine Forces Support
Naval Facility	Lewes	DE	Oceanographic Research
NAS Cecil Field	Jacksonville	FL	Attack/ASW Aircraft
OLF White House	Jacksonville	FL	Outlying Field

# NAVY BASE STRUCTURE

## General Purpose

### FIFTY STATES

<u>Installation/ Activity</u>	<u>Nearest City</u>	<u>State</u>	<u>Major Unit/Activity/Purpose</u>
GENERAL PURPOSE (202) (continued).			
NAS Jacksonville	Jacksonville	FL	Patrol/ASW Aircraft
Pinecastle Range	Astor	FL	Range
Putnam Target	Bostwick	FL	Target
Stevens Lake Target	Camp Blanding	FL	Target
NAS Key West	Key West	FL	Reconnaissance Aircraft
NAS Barbers Point	Honolulu	HI	Patrol Aircraft
ALF Ford IS	Honolulu	HI	Auxiliary Field
Kahoolawe IS		HI	Target
Kaula Rock		HI	Target
Submarine Base Pearl Harbor	Honolulu	HI	Submarine Forces Support
NAS Brunswick	Brunswick	ME	Patrol Aircraft
NAS Fallon	Fallon	NV	Attack Aircraft
Targets B-16, 17, 19, 21	Fallon	NV	Targets
Naval Facility Cape Hatteras	Buxton	NC	Oceanographic Research
Naval Facility Coos Head	Charleston	OR	Oceanographic Research
NAS Norfolk	Norfolk	VA	ASW/Early Warning Aircraft Air Terminal



# NAVY BASE STRUCTURE

## GENERAL PURPOSE

### FIFTY STATES

<u>Installation/ Activity</u>	<u>Nearest City</u>	<u>State</u>	<u>Major Unit/Activity/Purpose</u>
General Purpose (202) (con't)			
NAS Oceana	Virginia	VA	Fighter/Attack Aircraft
ALF Fentress	Chesapeake	VA	Auxiliary Field
Tangier IS	Chesapeake Bay	VA	Range
Palmetto PT	Dare County	NC	Range
NAS Whidbey IS	Oak Harbor	WA	Attack/Electronic Warfare Aircraft
OLF Coupeville	Coupeville	WA	Outlying Field
ALF Kitsap	Bremerton	WA	Auxiliary Field
Naval Facility	Pacific Beach	WA	Oceanographic Research

# NAVY BASE STRUCTURE

## GENERAL PURPOSE

### US TERRITORIES AND POSSESSIONS

<u>Installation/ Activity</u>	<u>Nearest City</u>	<u>State</u>	<u>Major Unit/Activity/Purpose</u>
General Purpose (202)			
NAS Agana	Guam	Marianas	Patrol/Electronic Warfare Aircraft
Naval Facility	Guam	Marianas	Oceanographic Research
Naval Station Roosevelt Roads	Ceiba	Puerto Rico	Operating Base

# NAVY BASE STRUCTURE

## GENERAL PURPOSE

### FOREIGN OVERSEAS AREAS

<u>Installation/ Activity</u>	<u>Nearest City</u>	<u>Country/ Area</u>	<u>Major Unit/Activity/Purpose</u>
General Purpose (202)			
Naval Facility	Eleuthera	Bahamas	Oceanographic Research
Air Station Bermuda	St Georges	Bermuda	Patrol Aircraft
Naval Facility Bermuda	Southampton	Bermuda	Oceanographic Research
Naval Facility Argentina	Newfoundland	Canada	Oceanographic Research
Air Facility	Sigonella	Italy	Patrol/Fleet Aircraft
Air Facility	Atsugi	Japan	Reconnaissance Aircraft
Air Station	Cubi Point	Philippines	Attack/ASW Aircraft
Naval Station	Rota	Spain	Operating Base
Naval Facility	Antigua	West Indies	Oceanographic Research
Naval Facility	Barbados	West Indies	Oceanographic Research



# NAVY BASE STRUCTURE

## General Purpose

### FIFTY STATES

<u>Installation/ Activity</u>	<u>Nearest City</u>	<u>State</u>	<u>Major Unit/Activity/Purpose</u>
Guard and Reserve (205)			
NAS Atlanta	Marietta	GA	Reserve Air Training
NAS Glenview	Glenview	IL	Reserve Air Training
NAS New Orleans	New Orleans	LA	Reserve Air Training
NAS South Weymouth	South Weymouth	MA	Reserve Air Training
NAS Willow Grove	Willow Grove	PA	Reserve Air Training
NAS Dallas	Dallas	TX	Reserve Air Training

# NAVY BASE STRUCTURE

## Auxiliary Forces

### FIFTY STATES

<u>Installation/ Activity</u>	<u>Nearest City</u>	<u>State</u>	<u>Major Unit/Activity/Purpose</u>
Intelligence and Communications (303)			
Communications Station Adak	Adak	AK	Communications
Communications Station San Diego	San Diego	CA	Communications
Communications Station San Francisco	Stockton	CA	Communications
Security Group Activity	Homestead	FLA	Communications
NAVCAMS EASTPAC	Wahiawa	HI	Communications
Radio Station Cutler	East Machias	ME	Communications
NAVCAMSLANT	Norfolk	VA	Communications
Radio Station Jim Creek	OSO	WA	Communications

# NAVY BASE STRUCTURE

## AUXILIARY FORCES

### US TERRITORIES AND POSSESSIONS

<u>Installation/ Activity</u>	<u>Nearest City</u>	<u>State</u>	<u>Major Unit/Activity/Purpose</u>
Intelligence and Communications (303)			
Communications Station	Balboa	Canal Zone	Communications
Security Group Activity	Galeta IS	Canal Zone	Communications
NAVCAMS Western Pacific	Guam	Marianas	Communications
Communications Station	Ponce	Puerto Rico	Communications
Puerto Rico			
Security Group Activity	Sabana Seca	Puerto Rico	Communications



# NAVY BASE STRUCTURE

## AUXILIARY FORCES

### FOREIGN OVERSEAS AREAS

<u>Installation/ Activity</u>	<u>Nearest City</u>	<u>Country/ Area</u>	<u>Major Unit/Activity/Purpose</u>
Intelligence and Communications (303)			
Communication Station	Exmouth	Australia	Communications
Communication Station	Nea Makri	Diego Garcia	Communications
Communication Station	Naples	Greece	Communications
NAVCOMS Mediterranean	Yokosuka	Italy	Communications
Communication Station	Sidi Yahia	Japan	Communications
Communication Station	San Miguel	Morocco	Communications
Communication Station	Rota	Philippines	Communications
Security Group Activity	Scotland	Spain	Communications
Edzell	Scotland	United Kingdom	Communications
Radio Station Thurso	Scotland	United Kingdom	Communications

# NAVY BASE STRUCTURE

## Auxiliary Forces

### FIFTY STATES

<u>Installation/ Activity</u>	<u>Nearest City</u>	<u>State</u>	<u>Major Unit/Activity/Purpose</u>
Research & Development (306)			
National Parachute Test Range	El Centro	CA	Parachute Test Range
Weapons Center China Lake	Ridgecrest	CA	Air Warfare/Missile Systems
Fuze Range	Corona	CA	Range
Electronics Laboratory Center	San Diego	CA	Electronics Technology
Arizona Facility	Maricopa	AZ	Test Facility
Undersea Center	San Diego	CA	Ocean Technology
San Clemente IS	San Clemente	CA	Support Site
Cape Prince of Wales			Support Site
Bonner	Bonner	IO	Support Site
Research Laboratory	Washington	DC	Physical Sciences
Coastal Systems Laboratory	Panama City	FL	Coastal Region Warfare
Ship Research and Development Center	Bethesda	MD	Ship Technology
Laboratory	Annapolis	MD	Ship Technology
Air Test Center Patuxent River	Lexington Park	MD	T&E Aircraft Systems
Chesapeake Tracking Site	Lexington Park	MD	Tracking Site
Point No Point Tracking Site	Lexington Park	MD	Tracking Site
Bay Forest Tracking Site	Lexington Park	MD	Tracking Site
Point Lookout Tracking Site	Lexington Park	MD	Tracking Site
Bloodsworth IS	Chesapeake Bay	MD	Target
Webster Field	St. Inigoeg	MD	Test Site

# NAVY BASE STRUCTURE

## Auxiliary Forces

### FIFTY STATES

<u>Installation/ Activity</u>	<u>Nearest City</u>	<u>State</u>	<u>Major Unit/Activity/Purpose</u>
Research and Development (306) (con't)			
Surface Weapons Center White Oak	Silver Spring	MD	Surface Warfare Systems
Dahlgren Laboratory	Dahlgren	VA	Ordnance Technology
Solomons Facility	Solomons	MD	Test Site
Air Engineering Center	Lakehurst	NJ	Launch/Recovery Systems
Air Propulsion Test Center	Trenton	NJ	Engine T&E
Air Development Center	Warminster	PA	Aircraft Technology
Underwater Systems Center	Newport	RI	Undersea Warfare
New London Laboratory	New London	CT	Undersea Warfare
Tudor Hill Laboratory	Bermuda		Test Site
Lake Seneca	Lake Seneca	NY	Test Site
Fishers Island	Fishers IS	NY	Test Site



# NAVY BASE STRUCTURE

## Mission Support Forces

### FIFTY STATES

<u>Installation/ Activity</u>	<u>Nearest City</u>	<u>State</u>	<u>Major Unit/Activity/Purpose</u>
General Purpose (402)			
Amphibious Base Support Activity	Coronado Long Beach	CA CA	Amphibious Warfare Support Fleet/Shore Establishment Support
Naval Station Submarine Support Facility Support Activity Treasure IS	San Diego San Diego San Francisco	CA CA CA	Operating Base Submarine Force Support Fleet/Shore Establishment Support
Support Activity Mare IS	Vallejo	CA	Fleet/Shore Establishment Support
Naval Station Naval Station Support Activity	Mayport Pearl Harbor New Orleans	FL HI LA	Operating Base Operating Base Fleet/Shore Establishment Support
Support Activity	Brooklyn	NY	Fleet/Shore Establishment Support
Support Activity	Philadelphia	PA	Fleet/Shore Establishment Support
Naval Station Amphibious Base Little Creek Naval Station Support Activity	Charleston Norfolk Norfolk Seattle	SC VA VA WA	Operating Base Amphibious Warfare Support Operating Base Fleet/Shore Establishment Support

# NAVY BASE STRUCTURE

## MISSION SUPPORT

### US TERRITORIES AND POSSESSIONS

<u>Installation/ Activity</u>	<u>Nearest City</u>	<u>State</u>	<u>Major Unit/Activity/Purpose</u>
General Purpose (402)			
Naval Support Activity	Rodman	Canal Zone	Logistic Support
Canal Zone			
Naval Station	Guam	Marianas	Fleet Support
Naval Station		Midway	Fleet Support
		Island	

# NAVY BASE STRUCTURE

## MISSION SUPPORT FORCES

## FOREIGN OVERSEAS AREAS

<u>Installation/ Activity</u>	<u>Nearest City</u>	<u>Country/ Area</u>	<u>Major Unit/Activity/Purpose</u>
General Purpose (402)			
Naval Base	Guantanamo Bay	Cuba	Operating Base
Naval Station	Keflavik	Iceland	Operating Base
Support Activity	Naples	Italy	Fleet Support
Detachment	La Maddalena	Italy	Fleet Support
Fleet Activities	Yokosuka	Japan	Fleet Support
Naval Base	Subic Bay	Philippines	Operating Base
Naval Activities	London	United Kingdom	Fleet/Shore Establish- ment Support
United Kingdom			Fleet Support
Detachment Holy Loch	Scotland	United Kingdom	



# NAVY BASE STRUCTURE

## MISSION SUPPORT FORCES

### FIFTY STATES

<u>Installation/ Activity</u>	<u>Nearest City</u>	<u>State</u>	<u>Major Unit/Activity/Purpose</u>
Guard and Reserve (405)			
285 Reserve Centers/Facilities	Various		Reserve Training
20 Reserve Air Units/Detachments	Various		Reserve Air Training

# NAVY BASE STRUCTURE

## CENTRAL SUPPORT FORCES

### FIFTY STATES

<u>Installation/ Activity</u>	<u>Nearest City</u>	<u>State</u>	<u>Major Unit/Activity/Purpose</u>
Central Supply and Maintenance (507)			
Supply Center	Oakland	CA	Supply Support
Construction Battalion Center	Port Hueneme	CA	Construction Force Support
Supply Center	San Diego	CA	Supply Support
Naval Magazine Lualualei	Honolulu	HI	Store/Maintain Ordnance
Supply Center Pearl Harbor	Honolulu	HI	Supply Support
Construction Battalion Center	Gulfport	MS	Construction Force Support
Ships Parts Control Center	Mechanicsburg	PA	Inventory Control Point
Aviation Supply Office	Philadelphia	PA	Inventory Control Point
Construction Battalion Center	Davisville	RI	Maintenance of PWRS
Supply Center	Charleston	SC	Supply Support
Supply Center	Norfolk	VA	Supply Support
Supply Center Puget Sound	Bremerton	WA	Supply Support

# NAVY BASE STRUCTURE

## CENTRAL SUPPORT FORCES

### FIFTY STATES

<u>Installation/ Activity</u>	<u>Nearest City</u>	<u>State</u>	<u>Major Unit/Activity/Purpose</u>
Training, Medical and other Personnel (508)			
Regional Medical Center	Camp Pendleton	CA	Health Care
Regional Medical Center	Long Beach	CA	Health Care
Post Graduate School	Monterey	CA	Professional Development
Regional Medical Center	Oakland	CA	Health Care
Fleet ASW Training Center	San Diego	CA	ASW Training
Fleet Combat Direction	San Diego	CA	Specialized Training
Systems Training Center			
Regional Medical Center	San Diego	CA	Health Care
Training Center	San Diego	CA	Recruit/Skill Training
Regional Medical Center	Jacksonville	FL	Health Care
Hospital	Key West	FL	Health Care
NAS Whiting Field	Milton	FL	Flight Training
OLF Brewton	Milton	FL	Auxiliary Training Field
OLF Site 1	Milton	FL	Auxiliary Training Field
OLF Site 2	Milton	FL	Auxiliary Training Field
Regional Medical Center	Orlando	FL	Health Care
Training Center	Orlando	FL	Recruit/Skill Training
Aerospace and Regional			
Medical Center	Pensacola	FL	Health Care
NAS Pensacola			
OLF Bronson	Pensacola	FL	Flight Training
OLF 4A	Escambia	FL	Auxiliary Training Field
OLF 8A	Escambia	FL	Auxiliary Training Field
OLF Site 6	Escambia	FL	Auxiliary Training Field



# NAVY BASE STRUCTURE

## CENTRAL SUPPORT FORCES

### FIFTY STATES

<u>Installation/ Activity</u>	<u>Nearest City</u>	<u>State</u>	<u>Major Unit/Activity/Purpose</u>
Training, Medical and other Personnel (508) (continued)			
OLF Choctaw	Santa Rosa	FL	Auxiliary Training Field
OLF Holly	Santa Rosa	FL	Auxiliary Training Field
OLF Santa	Santa Rosa	FL	Auxiliary Training Field
OLF Spencer	Santa Rosa	FL	Auxiliary Training Field
OLF Middleton	Conecutt Co	AL	Auxiliary Training Field
OLF Saufley Field	Pensacola	FL	Flight Training
ALF Barin	Baldwin	AL	Auxiliary Training Field
OLF Kings	Baldwin	AL	Auxiliary Training Field
OLF Faircloth	Baldwin	AL	Auxiliary Training Field
OLF Kaiser	Baldwin	AL	Auxiliary Training Field
OLF Magnolia	Baldwin	AL	Auxiliary Training Field
OLF Silver Hiss	Baldwin	AL	Auxiliary Training Field
OLF Summer	Baldwin	AL	Auxiliary Training Field
OLF Wolfe	Baldwin	AL	Auxiliary Training Field
Technical Training Center	Pensacola	FL	Specialized Training
Corry Station Education and	Pensacola	FL	Program Development
Training Program Development Cen.	Athens	GA	Professional Training
Supply Corps School	Great Lakes	IL	Health Care
Regional Medical Center	Great Lakes	IL	Recruit/Skill Training
Training Center	Annapolis	MD	Health Care
Hospital	Annapolis	MD	Officer Development
Naval Academy	Annapolis	MD	Logistic Support
Naval Station	Annapolis	MD	

# NAVY BASE STRUCTURE

## CENTRAL SUPPORT FORCES

### FIFTY STATES

<u>Installation/ Activity</u>	<u>Nearest City</u>	<u>State</u>	<u>Major Unit/Activity/Purpose</u>
Training, Medical and other Personnel (508) (con't)			
National Naval Medical Center	Bethesda	MD	Health Care
NAS Meridian	Meridian	MS	Flight Training
OLF Alpha	Lauderdale	MS	Auxiliary Training Field
OLF Bravo	Kemper	MS	Auxiliary Training Field
Regional Medical Center	Portsmouth	NH	Health Care
Regional Medical Center	Camp LeJeune	NC	Health Care
Regional Medical Center	Philadelphia	PA	Health Care
Education and Training Center	Newport	RI	Officer Indoctrination Skill Training
Regional Medical Center	Newport	RI	Health Care
War College	Newport	RI	Professional Development
FBM Submarine Training Center	Charleston	SC	Specialized Training
Fleet and Mine Warfare Training Center	Charleston	SC	Skill Training
Regional Medical Center	Charleston	SC	Health Care
NAS Memphis	Millington	TN	Skill Training
Regional Medical Center Memphis	Millington	TN	Health Care
NAS Chase Field	Beeville	TX	Flight Training
ALF Goliad	Goliad	TX	Auxiliary Training Field
NAS Corpus Christi	Corpus Christi	TX	Flight Training
ALF Waldron	Corpus Christi	TX	Auxiliary Training Field
ALF Cabaniss	Nueces	TX	Auxiliary Training Field
Regional Medical Center	Corpus Christi	TX	Health Care
NAS Kingsville	Kingsville	TX	Flight Training

NAVY BASE STRUCTURE  
CENTRAL SUPPORT FORCES

FIFTY STATES

<u>Installation/ Activity</u>	<u>Nearest City</u>	<u>State</u>	<u>Major Unit/Activity/Purpose</u>
Training, Medical and other Personnel (508) (con't)			
ALF Orange	Orange Grove	TX	Auxiliary Training Field
Hospital	Quantico	VA	Health Care
Admincom Armed Forces	Norfolk	VA	Professional Development
Staff College			
Fleet ASW Training Center	Norfolk	VA	ASW Training
Regional Medical Center	Portsmouth	VA	Health Care
Fleet Combat Direction Systems	Virginia Beach	VA	Specialized Training
Training Center - Dam Neck			
Regional Medical Center	Bremerton	WA	Health Care



# NAVY BASE STRUCTURE

## CENTRAL SUPPORT

### US TERRITORIES AND POSSESSIONS

<u>Installation/ Activity</u>	<u>Nearest City</u>	<u>State</u>	<u>Major Unit/Activity/Purpose</u>
Central Supply and Maintenance (507)			
Ship Repair Facility	Guam	Marianas	Fleet Maintenance
Supply Depot	Guam	Marianas	Supply Support
Magazine	Guam	Marianas	Store/Maintain Ordnance
Training, Medical and other Personnel (508)			
Regional Medical Center	Guam	Marianas	Health Care

NAVY BASE STRUCTURE  
MISSION SUPPORT FORCES

FOREIGN OVERSEAS AREAS

<u>Installation/ Activity</u>	<u>Nearest City</u>	<u>Country/ Area</u>	<u>Major Unit/Activity/Purpose</u>
Central Supply and Maintenance (507)			
Ship Repair Facility	Yokosuka	Japan	Fleet Maintenance
Ship Repair Facility	Subic Bay	Philippines	Fleet Maintenance
Supply Depot	Subic Bay	Philippines	Supply Support
Training, Medical and other Personnel (508)			
Regional Medical Center	Naples	Italy	Health Care
Training Command Morocco	Kenitra	Morocco	Training Facility
Regional Medical Center	Yokosuka	Japan	Health Care

NAVY BASE STRUCTURE

INDIVIDUALS

FIFTY STATES

NOT APPLICABLE



NAVY BASE STRUCTURE

INDIVIDUALS

FOREIGN OVERSEAS AREAS

NOT APPLICABLE

NAVY BASE STRUCTURE

INDIVIDUALS

US TERRITORIES AND POSSESSIONS

NOT APPLICABLE

## CHAPTER FOUR

### AIR FORCE BASE STRUCTURE

#### I. INTRODUCTION

The Air Force Base Structure Chapter to the Manpower Requirements Report for FY 1978 is submitted in accordance with Section 302, PL 94-361. Section II, Base Structure Overview, describes the criteria used by the Air Force in determining the Air Force base structure. Section III relates the needs of the major activities within each Installation Defense Planning and Programming Category (IDPPC) to the current base structure. Major changes to the FY 1978 force structure and their impact on the base structure are also described. Section IV gives a breakdown of projected Air Force base operations costs for FY 1978. Section V summarizes recent major actions taken to reduce base operations costs. It also describes some alternatives that the Air Force is pursuing in this area. Finally, Section VI lists the major installations in which the Air Force has real property interests. These installations are categorized by IDPPC.



## II. BASE STRUCTURE OVERVIEW

The base posture of the Air Force exists to support the assigned forces. Since forces are a dynamic element, the base posture is also dynamic. As forces change, base requirements change, and as a result realignments in the base posture are required. The major considerations and criteria used to determine base realignments must insure that the action selected from the available alternatives best meets the various operational, geographic, facility, environmental and economic parameters and is the most consistent with the overall mission requirements of the Air Force. The Air Force has sought to maintain an optimum base structure to support the currently assigned and projected forces. As force levels and oversea deployments have reduced during the last several years, the number of Air Force bases has also reduced.

The reduction in the number of Air Force bases as indicated in the DOD Overview has been the result of a continual evaluation of the forces' base requirements. The most effective bases are selected for retention when base closure actions are initiated.

MAJOR CONSIDERATIONS AND CRITERIA: In determining the effectiveness of an installation, several major considerations are germane. First is the need to provide installations which meet the various operational and training requirements of assigned forces. Second, there is the need to provide bases to support the force deployments envisioned in the United States strategy. Third is the policy that multi-mission bases, i.e., those at which more than one major type of force (strategic, logistical, airlift, etc.) are stationed, will be used to the maximum extent possible. Fourth, the base posture should retain the flexibility to beddown the force when unprogrammed changes occur.

The above considerations have evolved into broad criteria which are used in the Air Force in developing and evaluating base realignment actions. These are: geographic location; facility availability and condition;

community support available for Air Force activities/ population; potential to accommodate future force requirements; existing or future encroachment which might impact Air Force operations; budgeting considerations inherent in the proposed realignment action; possible adverse environmental impact; and mission degradation as a result of force turbulence.

In developing realignment actions, the major considerations and criteria have to be evaluated for each proposal in total, as opposed to handling each as an independent action, with the goal of achieving an optimum balance. A discussion of the four major considerations and the resultant criteria is provided below.

#### MAJOR CONSIDERATIONS:

Operational and Training Requirements: Since the Air Force base posture exists to support the mission of the assigned forces, the ability of each base to meet the unique operational and training requirements of the assigned force is of paramount importance. Each force element, such as strategic offense, tactical fighter, strategic airlift, etc., has its own peculiarities in terms of mission and training which manifests itself in terms of airspace, range requirements, deployment and employment routes, availability of lines of communications, survivability, facility requirements, etc. The current base posture reflects a force beddown in which the forces' operational and training requirements are best supported. Realignment of forces can make alterations of the base posture necessary; however, the resulting beddown must, to the extent possible, enhance the ability of the force to meet its unique operational and training requirements. These requirements will be summarized in Section III under the appropriate Installation Defense Planning and Programming Category (IDPPC).

Force Deployment: The force structure of the Air Force is based on the national strategy. This strategy determines potential areas in which forces would be used and determines which forces should be deployed forward in overseas locations and which forces would be deployed or employed from the CONUS. This strategy then serves to determine how many and what kind of bases are needed overseas and in the CONUS.

Use of Multi-Mission Bases: A major expense of each installation is the cost of resources required to "open the door", i.e., the basic number of facilities, manpower, and materiel needed to support any assigned mission. This base operating and support force, however, does not increase in a direct proportion to a growth in assigned base missions. Addition of new missions to an existing base results in significantly less base operating and support resources than does establishing a new base or retaining and operating a single-mission installation which is not limited by geographic or other requirements. Therefore, when missions are compatible and facilities available or obtainable, it is cost-advantageous to develop multi-mission bases. This is particularly true when one of the missions is of a support nature such as research and development and the other is operational such as tactical fighter, strategic bomber, etc. Additionally, missions which have a relatively small number of personnel or equipment are most economically accommodated on bases which have other major missions. Although multi-mission bases are economical, the compatibility of missions must be given prime consideration. Certain missions, such as pilot training, do not lend themselves to certain multi-mission installations. Additionally, the more missions assigned to an installation the greater the difficulty in closing the installation if a major mission at the base is reduced. In this sense, multi-mission bases may inhibit future flexibility in restructuring the overall base posture.

Future Flexibility: Base realignment actions which result in base closures or contribute to the maximum utilization of an installation, especially Air Force bases which contain a relatively small amount of land, can result in a limiting of future flexibility to meet various



programmed and nonprogrammed force adjustments. Therefore, the selection of bases to be closed should, to the extent possible, result in closure of the least flexible bases. If flexibility were the sole determinant, bases which have constraints in the nature of airspace, encroachment of civilian activities, single missions, limited real estate, poor community support facilities, poor physical facilities, etc., should logically be considered for closure prior to bases which have the potential to accommodate additional or new missions.

#### CRITERIA:

Geographic Location: The geographic location of an installation influences the ability of assigned forces to execute their mission. These geographic factors include weather, availability of training areas, proximity to employment/deployment routes, survivability, airspace availability, transportation networks, etc. For each mission there are optimum geographic locations which provide maximum operational effectiveness. These locations should be used in selecting bases to beddown missions and will be discussed further in Section III.

Facility Availability: Maximum practical utilization of existing government facilities with minimum expenditures for new facilities should be a primary goal in realignment actions. This includes mission related facilities as well as support facilities. For example, if the unit is an operational flying activity, the runway complex (number, width, length, load bearing capacity), capacity of the aircraft parking ramp, and a maintenance complex capable of supporting the assigned aircraft (e.g., proper size docks and hangars, sufficient communications-electronics and avionics maintenance space, etc.) are of major concern in evaluating the proposed action. Conversely, for administrative and headquarters activities, the proper amount of administrative space is essential. For training activities, classroom and student housing are key factors. For all actions availability of housing (bachelor and family) for any increase in population is a significant element.

Certain unique facility requirements are generated by intelligence, communications, logistical, and research and development activities. Relocation to installations

which do not have facilities available to accommodate these functions may not be feasible due to the cost of new facilities. Also, due to mission requirements, these facilities must often be duplicated and in being prior to shutting down the current activity. This can often be expensive in terms of delay in savings to be realized as well as redundancy in equipment and facilities. Similar circumstances exist in relocating other missions such as strategic airlift which requires large terminal complexes to receive and process cargo.

Requirements for small missions may be provided with only minor modification. This is particularly true if the unit's equipment consists of small aircraft or if no aircraft are assigned. Requirements for administrative space can be met in various ways such as conversion of excess space in other functional areas. Additionally, the overall condition of the real property facilities at the base is an important element in the selection process. Often, if an activity is housed on an installation which has a great deal of substandard deteriorated facilities - both prime mission as well as support - then relocation to a base with permanent facilities may be most effective even if certain facility criteria cannot be initially met. Over a period of time, provision of a few additional facilities would prove economically beneficial as opposed to providing a large number of expensive replacement facilities at the previous base, as well as continuing the base operating support costs for both bases.

An additional facility consideration is the extent a base's facilities support other installations in the area. For example, if a base provides hospital, housing, and other support facilities for surrounding installations, then it may not be possible to completely close the base. As a result, savings from the realignment may be significantly less than at a base where all activities can be shut down and facilities declared excess.

Community Support: Civilian support resources (e.g., community housing, medical, schools, and recreational facilities) are a consideration in developing base realignment actions. When possible, base realignment actions should take maximum advantage of already developed civilian resources which can be used to support the assigned personnel. Of particular importance is family housing. Areas which have residual capability to

adequately house Air Force families will negate the cost of providing government housing and facilitate rapid completion of the proposed action. Conversely, areas in which community support facilities are limited place an increasing degree of importance on the base facilities. Adequate support should exist on or off a gaining base to avoid a realignment action being counter productive in terms of personnel morale. Since excess personnel support capability on our installations is limited, the contribution of the civilian community in this area is very important.

Potential: Since the future forces cannot be predicted with certainty and are subject to unprogrammed changes, flexibility to accommodate these changes within the base posture should be preserved when possible and economical. This entails developing reasonable assumptions on what unprogrammed force changes might occur and determining how the various basing options could support the assumed force changes. However, flexibility is difficult to quantify and, as a result, tends to be a subjective consideration. There are some instances though which do lend themselves to objective analysis. For example, pilot production capacity at each Undergraduate Pilot Training base can be determined. Based on the required levels of pilot production, the degree of flexibility (unused production capacity) within the system can be determined and the degree that the system can meet increases can be calculated. As a result, the degree of flexibility in the system can be predicted and controlled. Similarly, workload versus base capacity can be determined for other training activities and depot activities.

Unfortunately, the degree of flexibility of the base systems to meet other program changes not the result of clear cut workloads is difficult to determine. For example, the flexibility of the base system to accommodate tactical units in the CONUS currently deployed overseas depends on many variables such as type of unit, activity levels of the unit, if they are to be retained as active duty forces or as reserve forces, etc. In these instances the underlying assumptions are subjective and the requirement for flexibility is also subjective. Notwithstanding the subjectivity, it is important that base realignment alternatives be weighed in terms of their potential to meet unprogrammed force changes.



Encroachment: Urban and airspace encroachment into vital areas surrounding installations is of continuing concern. Some installations which were originally remote have attracted major population growth and, as a result, continued air operations have been threatened through urban expansion. The potential for midair collisions must be considered for basing programs. To the extent possible, basing actions must avoid aggravating potential midair collision conditions. The increased civil and private air activity has served to restrict the airspace available for military operations. Encroachment, therefore, is an element in determining the future viability of an installation and is a consideration in determining base realignment actions. A program (Air Installation Compatible Use Zone - AICUZ) to protect installations from encroachment is in progress. This program inputs planning data into the intergovernmental/interagency forum for implementation through various means including comprehensive planning, zoning, real property rights, acquisitions, construction practices, etc. Encroachment has been stopped or slowed at a number of installations under this program. However, where encroachment has become a major problem, its impact must be considered during development of base realignment actions.

Budget: High-cost, single-mission installations with limited real estate and outmoded, old, functionally inefficient facilities are prime candidates for closure. Significant annual savings result from the closure of such bases. However, the relative cost effectiveness of retaining installations is also a major factor in determining base realignments. Consolidation of missions on a single multi-mission installation which allows a base closure generally results in significant annual savings. These savings are offset in some instances by the required investment, particularly in facilities needed to consolidate. In evaluating the budget implication of base realignments, it is necessary that initial and annual savings be weighed against the one-time construction and movement costs of the various options. Consideration should be given to consolidations which minimize the investment in new facilities while maximizing the annual savings. In general, large outlays in construction or equipment funds are not feasible and options which depend on such outlays should be avoided unless no other viable alternative exists.

Environment: All proposed major federal actions must be analyzed to determine if any of the activities associated with the action will cause a significant impact on the human environment or precipitate public controversy on environmental issues. Based upon this analysis a "negative determination" is made or an environmental impact statement is prepared, filed with the President's Council on Environmental Quality, and circulated for government agency and public comment. These comments are incorporated into a final Environmental Impact Statement which is used as an aid in decision making.

Mission Degradation: Realignment actions, by their very nature, result in turbulence both in personnel and in mission output. The degree of turbulence is a consideration if the resulting mission degradation is of such a proportion as to be significant. Certain activities cannot be allowed to "stand down" and, as a result, realignments of these activities require in being capability at the new location. Also, work force composition is a consideration in that a highly specialized or unique work force of civilians may not facilitate relocation. These factors should be considered in evaluating realignment actions.

### III. RELATIONSHIP OF AIR FORCE BASE STRUCTURE TO FORCE STRUCTURE

Base programming is dynamic and subject to many variables and revisions. Changes occur in response to altered assessments of the existing threat, force level and composition changes, revised deployment concepts and policies, the continuing impact of resource management efforts, and from national political adjustments. Each change reverberates through the force and causes additional base adjustments in training and logistical support areas. Any attempt to define the base structure can proceed only with an understanding that the structure may be defined solely within the context of existing circumstances. A substantial change in these circumstances, e.g., a decision to reduce overseas forces, will require adjustments in the existing base structure. Timing of the introduction or expansion of a weapon system also influences base selection, as do changes in force size and deployment concepts. Base requirements for USAF weapon and support systems vary greatly due to differing weapon characteristics and operational, support, and training requirements.

The attainment and maintenance of an operational posture which will insure national security and the support of international commitments has been and remains the prime objective of Air Force deployments. The development and utilization of bases which optimize weapon employment and combat support capabilities, provide for training requirements, enable related test and development activities, and provide for adequate personnel, logistical and communications support represent corollary goals. A further objective of considerable emphasis within the USAF is the attainment of maximum economies in the base support area, thereby enabling a greater proportion of the defense dollar to be expended for direct combat capability.

Since each mission category has its own unique operational and training requirements which dictate the Air Force base structure, they will be discussed separately. The specific bases falling into each mission category, generally referred to as the Installation Defense Planning and Programming Category (IDPPC), are listed in Section VI.



## Strategic Forces (100)

### - Basing Requirements

In the basing of strategic offensive forces, careful consideration is given to geographic locations which maximize the survivability of the force. For example, ICBM's require a sufficient area for adequate dispersal of launch sites. If submarine launched missiles are postulated to be the most critical threat against bombers and tankers, inland bases provide the greatest survivability due to the longer flight time of the missiles. However, this does not imply only inland bases should be considered for strategic offensive forces. Consideration of factors such as the inability of the runway complex to support strategic operations, lack of needed large maintenance facilities to house strategic bombers and tankers, poor quantity and quality of personnel support facilities, and lack of munitions storage capability may negate the use of an existing inland base for a strategic force main operating base and dictate continual use of a coastal base where these facilities are available. In this case, survivability can be achieved through reposturing and dispersal to achieve the needed time to safely launch the force.

Other operational requirements such as targeting, ranging, and mating must be considered when determining force beddown locations. Lateral support supplied to other commands, e.g., tactical aircraft contingency and overseas deployment refueling requirements, is also a necessary consideration. In addition, the availability of a small portion of overseas bases is desirable to optimize strategic operational effectiveness.

For strategic defensive systems, factors such as enemy weapon system performance, likely targets, and routes of attack are considered in basing decisions. Related to these, there must be an assessment of warning time available, speed of reaction, and the probable time to intercept, identify, and destroy the enemy vehicle. After consideration of all factors involved, a determination is made of the most effective deployment areas. Generally, this analysis will dictate a peripheral coverage of the Continental United States.

- Major Force Structure Changes and Their Impact on Base Structure

The Air Force has recently begun the transfer of 128 KC-135 aircraft from the active force to the Air Reserve Force and is adjusting the B-52 force. For this reason, the Air Force has proposed to close/reduce two Strategic Air Command bases by end FY 1977. There are no major changes forecast for either the strategic offensive or defensive base structure during FY 1978.

General Purpose Forces (200)

- Basing Requirements

The operational and training requirements for the general purpose forces are also unique. Accessibility of weapons ranges (air-to-air and air-to-ground) and supersonic airspace for certain types of missions, plus sufficient airspace to allow for extensive operational training flight maneuvers such as formation flying, are essential to tactical fighter aircraft. The maximum possible "good weather" days to facilitate operational flight training under visual conditions is also necessary. Training facility requirements in the CONUS are relatively extensive due to mission and equipment complexities and the requirement to provide individual training for both CONUS and overseas tactical forces. For tactical reconnaissance missions, peacetime tasks (e.g., training support of other forces) are considered in defining base locations. Airlift forces should be located adjacent to transportation and supply terminals to the maximum extent possible. East and west coast terminals within the CONUS are essential to maximize transoceanic payload capabilities. A consideration of tactical airlift basing is to locate some tactical airlift forces with or in proximity to Army airborne units to enable their efficient support. Proximity to assault landing strips and drop zones is also essential for training of tactical airlift forces. For Air Reserve Force basing, personnel population is vital to their location.

General purpose forces overseas are based according to strategic, tactical, and security policy considerations in addition to customary CONUS basing criteria.

Each base must be capable of efficient peacetime operation as well as accommodation of the mission requirements it must support in a combat or contingency situation. Each type of mission has its own particular basing requirements according to current strategies and contingency plans, and the need for combat dispersal must be considered as well. The overseas base structure must be capable of responding to changing tactical and strategic situations, and a certain degree of flexibility and standby base expansion capability must be maintained. The high dependence of the overseas base structure on the cooperation of host governments requires continued awareness of basing requirements in the context of overall international security policy.

- Major Force Structure Changes and Their Impact on Base Structure

The continuing acquisition of F-15 and A-10 aircraft will enable the USAF to modernize three tactical fighter wings during FY 77 and 78. Bitburg AB, Federal Republic of Germany, will convert from F-4 to F-15 aircraft in FY 77. Holloman AFB, NM, will convert from F-4s to F-15s in FY 78. Myrtle Beach AFB, SC, will convert from A-7 to A-10 aircraft beginning in FY 77. In FY 77 also, F-4s will be transferred from Holloman AFB, NM, to the Air National Guard unit at Hector Field, Fargo, ND, and to MacDill AFB, FL. Also in FY 77, the transfer of F-111Fs from Mountain Home AFB, ID, to RAF Lakenheath, United Kingdom, will result in the transfer of F-4s from RAF Lakenheath to Nellis AFB, NV, and the transfer of F-111A and F-111E aircraft from Nellis to Mountain Home AFB, ID. Although the tactical fighter force modernization significantly affects the FY 78 force composition, it should have little impact on the basing structure.

Auxiliary Forces (300)

- Basing Requirements

The Air Force Systems Command (AFSC) is responsible for the research, development, production, and procurement actions required to acquire complete aerospace weapons and support systems needed to accomplish the Air Force mission. The command delivers complete, timely, and operable systems to using commands such as Strategic



Air Command, Tactical Air Command, and Military Airlift Command. To accomplish its mission, AFSC requires extensive complexes of test facilities for aircraft, missiles, and associated hardware, to include runways, large areas of restricted airspace, numerous range and tracking facilities, and access to environmental testing facilities. Facilities for the administration of test programs and the correlation of basic and applied research during weapons development are also required.

The mission of Air Force Communications Service (AFCS) is to provide Air Force and Department of Defense service in communications, electronic and engineering installation, and air traffic control. For this tasking, the Air Force Communications Service requires facilities which permit ready access and interconnection with related commercial facilities. Other locations in relatively remote areas act as communications links and as intelligence gathering sites.

- Major Force Structure Changes and Their Impact on Base Structure

The goal of reducing the resources required for base operating support (BOS) costs resulted in a proposal to reduce base support requirements dedicated to AFCS Headquarters at Richards-Gebaur AFB, MO, by moving AFCS HQ to Scott AFB, IL. If this proposal is approved, the residual activities at Richards-Gebaur would be supported by contract services.

#### Mission Support Forces (400)

- Basing Requirements

Extensive administrative facilities are required to enable administrative functions to properly manage Air Force equipment and personnel. Other locations are required by medium range aircraft to be used as refueling stops on transoceanic flights. These installations require runways of sufficient length and weight bearing capacities to support the transient aircraft and must have adequate housing available for transient personnel.

- Major Force Structure Changes and Their Impact on Base Structure

There are no major changes affecting the mission support base structure in FY 1978.

### Central Support Forces (500)

#### - Basing Requirements

Air Force Logistics Command (AFLC) is to provide responsive, effective, and economical logistic support to the Air Force to meet the wide variety of missions assigned the USAF. To accomplish these tasks effectively, supply installations must be adjacent to transportation network terminals and facilities to enable rapid logistic support. Extensive warehousing and open storage areas, plus facilities for automated requisitioning, procurement, and associated data storage activities are essential.

The location of flying activities within areas of favorable flying weather and adjacent to unrestricted areas of airspace is essential for undergraduate pilot training (UPT) bases. Parallel runways (ideally three) are also required at main training bases, with auxiliary fields within a short distance from the main base.

Air University, along with Air Training Command, requires the availability of extensive classroom, library, and study facilities. Secure training facilities are required where a principal mission is security training. Extensive medical facilities are required at bases where a primary function is medical support.

#### - Major Force Structure Changes and Their Impact on Base Structure

The present UPT base structure provides a training capacity which exceeds the current and programmed UPT requirements. In order to more closely align training capacity and requirements, two UPT bases have been proposed for closure. This action would provide significant economies in BOS costs.

### Individual (600)

The Air Force has no major installations falling into this IDPPC.

A summary of the number of principal Air Force installations and associated properties follows in Table XI.

TABLE XI

SUMMARY OF NUMBER OF AIR FORCE INSTALLATIONS, ACTIVITIES AND PROPERTIES\*

Mission Category (IDPPC)	Fifty States Act.	Inact.	U.S. Territories and Possessions Act.	Inact.	Foreign Overseas Areas Act.	Inact.	Total Act.	Inact.
<b>STRATEGIC FORCES</b>								
- Strategic (101)	32						33	
- Guard & Reserve (105)	1						1	
- Research & Develop. (106)	1						1	
<b>GENERAL PURPOSE FORCES</b>								
- General Purpose (202)	32						53	
- Airlift/Sealift (204)	11						14	
- Guard & Reserve (205)	9						9	
<b>AUXILIARY FORCES</b>								
- Intell. & Comm. (303)	2						2	
- Research & Develop. (306)	7						7	
- Central Supply & Maint (307)	1						1	
<b>MISSION SUPPORT FORCES</b>								
- Strategic (401)	1						1	
- General Purpose (402)	1						1	
- Airlift/Sealift (404)								
<b>CENTRAL SUPPORT FORCES</b>								
- Central Supply & Maint (507)	7						7	
- Training, Medical, & Other Personnel (508)	29						29	
- Administration (509)	1						1	
	135						135	

This summary includes all major USAF installations of Keflavik NYI, Iceland.

\* This summary includes all major USAF installations and their associated properties with the exception of Keflavik NYI, Iceland and New Orleans NAS, LA which are operated by the Navy.



#### IV. BASE OPERATIONS COSTS FOR FY 1978

Includes costs of acquisition, construction, maintenance, and operation of real property facilities, and provisions of related management, engineering and other support work and services. Includes rental of real property; additions, expansion, conversion, extensions, alterations, repair and maintenance of real property facilities (or structures furnished in lieu of real property); provision of utilities; fire prevention and protection, refuse collection and disposal, custodial, entomology and snow removal services. Also, includes all resources in functional categories 9, 10, 11, and 12 as defined in DoD Instruction 7220.20. Also includes base telephone systems; non-tactical radio systems; base wire communications services; official telephone toll charges; TWX usage and commercial refuel charges; Class B telephone tolls and charges; and all other base-level commercial communications requirements. Includes resources and costs thereof identified to the following:

- Service Bands
- Security/Military Police and Shore Patrol Units
- Finance Accounting Office
- Engineer Detachments
- Facilities/Materiel Maintenance Units
- Medical and Dental Clinics
- Dispensaries
- Dependent Schools
- Support Groups/Units
- Food Service Units
- Base Support Units
- Base Supply Units
- Administrative Services and Commands
- Commissaries (except Navy)
- Auxiliary Stations

Base operations costs identified in this section are not limited to those major installations described in Section VI, but include all Air Force installations.

Table XII depicts the estimated Air Force Base Operations Costs for FY 1978 by Major Defense Programs.

TABLE XII

MAJOR DEFENSE PROGRAMS

## USAF BASE OPERATIONS COSTS (\$ MILLIONS)

<u>Major Defense Programs</u>	<u>Fifty States</u>	<u>US Territories &amp; Possessions</u>	<u>Foreign Overseas Areas</u>	<u>Total</u>
Strategic (01)	364	10	185	1059
General Purpose (02)	991	15	317	1323
Intell & Comm (03)	47	1	10	58
Air/Sealift (04)	348	4	75	427
Guard & Reserve (05)	89	-	-	89
Research & Develop (06)	997	2	45	1044
Cent Supply & Maint (07)	421	-	8	429
Trng, Med & Other Pers (08)*	662	16	177	855
Admin & Assoc (09)	28	-	1	29
Spt of Other Nations (10)	-	-	-	-
Total AF	4447	48	818	5313

\*These figures include the Air Force portion of the OSD Military Family Housing Management Account.

## V. ACTIONS TO REDUCE ANNUAL BASE OPERATIONS COSTS

Recent base closure proposals which directly impact on the FY 78 budget are those announced on 11 March 1976. The cost reductions associated with these major actions are virtually all in the Base Operating Support (BOS) area.

Major actions include the following:

- Closure of Glasgow AFB
- Proposals to close two Undergraduate Pilot Training (UPT) Bases
- Proposals to close/reduce two Strategic Air Command bases
- Relocation of major headquarters activities

The active Strategic Air Command satellite alert program has been replaced by a phased dispersal plan. Alert aircraft are no longer dispersed to widely separated locations on a day-to-day basis, but disperse only under certain conditions. The elimination of an active satellite program cancelled the last USAF requirement for Glasgow AFB. The base is in caretaker status awaiting excessing action.

The reduced pilot training requirements have produced excess capacity within the UPT base structure. The Air Force is proposing to close two UPT bases to reduce BOS costs.

The Air Force has recently begun adjusting the B-52 force and is transferring 128 KC-135 aircraft to Air Reserve Force units. Two Strategic Air Command bases are proposed for reduction/closure.

Headquarters AFCS is proposed for relocation from Richards-Gebaur AFB to Scott AFB in order to make more intensive use of available facilities and BOS functions at Scott AFB and reduce the BOS cost at Richards-Gebaur. Residual BOS activities at Richards-Gebaur would be satisfied through use of contract services.



Principal costs considered in the analysis of base realignments include personnel and materiel movement, severance, retirement and placement expenses, and contract termination costs. Non-Air Force costs being identified include estimated payments under the homeowners assistance program, aid to impacted schools, and welfare and unemployment compensation.

Studies, complete or under development, include environmental, operational and resource impacts of the proposed base realignments.

Several alternatives exist for reduction of BOS costs. Closing or reducing operations at installations reduces BOS costs. Reductions in BOS costs can be made through contracting for certain functions. Increased productivity realized through automation, other technological advancements, and management initiatives may also reduce costs.

The Air Force is continually making conscientious efforts to reduce BOS costs at USAF installations worldwide. For example, since 1964 the Air Force has reduced the number of its major installations by more than one-third. As a result of the triennial functional review program, over 200 in-service cost studies are scheduled during FY 1977 and FY 1978 which could result in in-service to contract conversions involving nearly 7000 military and civilian authorizations. In each case it has been determined that military incumbency is not essential to meet wartime needs or other military requirements.

Periodically, interdisciplinary study groups with memberships drawn from a broad spectrum of Air Force personnel have been tasked to explore initiatives necessary to insure that base level functions are able to sustain effective combat capability at lower costs. Factors such as air and ground encroachment, force modernization, and reductions in military personnel have stimulated a continuous evaluation to find the most feasible base utilization program that can be reasonably attained within the available resources. To date, the Air Force has made significant reductions in BOS costs and is continually searching for means to reduce BOS costs even further without degrading mission effectiveness.

VI AIR FORCE BASE STRUCTURE

# LIST OF ABBREVIATIONS

AAF - Auxiliary Air Field  
ADCOM - Aerospace Defense Command  
AFB - Air Force Base  
AFR - Air Force Reserve  
AFS - Air Force Station  
ANG - Air National Guard  
CMD - Command  
HQ - Headquarters  
IAP - International Airport  
NAS - Naval Air Station  
NYI - Naval Installation  
Rg - Region  
SAGE - Semi-Automatic Ground Environment  
Sq - Squadron  
Wg - Wing  
WRG - Weapons Range



# AIR FORCE BASE STRUCTURE

## STRATEGIC FORCES

### FIFTY STATES

<u>Installation/ Activity</u>	<u>Nearest City</u>	<u>State</u>	<u>Major Unit/Activity/Purpose</u>
<b>STRATEGIC (101)</b>			
Elmendorf AFB	Anchorage	AK	21 Composite Wing
Blair Lake WRG	Fairbanks	AK	Alaskan ADCOM Rg
Eielson AFB	North Pole	AK	Range
Blytheville AFB	Blytheville	AR	6 Strategic Wing
Castle AFB	Atwater	CA	97 Bombardment Wing
Beale AFB	Marysville	CA	93 Bombardment Wing
March AFB	Riverside	CA	9 Strategic Recon Wing
Tyndall AFB	Springfield	CA	22 Bombardment Wing
Grissom AFB	Bunker Hill	FL	Air Defense Weapons Center
McConnell AFB	Wichita	IN	305 Air Refueling Wing
Barksdale AFB	Bossier City	KS	381 Strategic Missile Wing
Loring AFB	Limestone	LA	2 Bombardment Wing
K I Sawyer AFB	Gwinn	ME	42 Bombardment Wing
Kincheloe AFB	Kinross	MI	410 Bombardment Wing
Wurtsmith AFB	Oscoda	MI	449 Bombardment Wing
Duluth IAP	Duluth	MI	379 Bombardment Wing
Whiteman AFB	Knob Noster	MN	23 Air Defense SAGE Division
Malmstrom AFB	Great Falls	MO	351 Strategic Missile Wing
		MT	341 Strategic Missile Wing

<u>Installation/ Activity</u>	<u>Nearest City</u>	<u>State</u>	<u>Major Unit/Activity/Purpose</u>
STRATEGIC (101) (continued)			
Offutt AFB	Bellevue	NE	55 Strategic Recon Wing 2 Airborne Command & Control Squadron Strategic Air Command HQ 509 Bombardment Wing 21 Air Defense SAGE Division 380 Bombardment Wing 416 Bombardment Wing 321 Strategic Missile Wing 319 Bombardment Wing 91 Strategic Missile Wing 5 Bombardment Wing 301 Air Refueling Wing 28 Bombardment Wing 44 Strategic Missile Wing 96 Bombardment Wing 7 Bombardment Wing 20 Air Defense SAGE Division 92 Bombardment Wing 90 Strategic Missile Wing
Pease AFB	Newington	NH	
Hancock Field	North Syracuse	NY	
Plattsburgh AFB	Plattsburgh	NY	
Griffiss AFB	Rome	NY	
Grand Forks AFB	Emerado	ND	
Minot AFB	Minot	ND	
Rickenbacker AFB	Lockbourne	OH	
Ellsworth AFB	Box Elder	SD	
Dyess AFB	Abilene	TX	
Carswell AFB	Fort Worth	TX	
Fort Lee AFS	Petersburg	VA	
Fairchild AFB	Airway Heights	WA	
Francis E Warren AFB	Cheyenne	WY	
GUARD AND RESERVE (105)			
Selfridge ANG Base	Mt Clemens	MI	191 Fighter Interceptor Group
RESEARCH AND DEVELOPMENT (106)			
Vandenberg AFB	Lompoc	CA	Space/Missile Test Center

# AIR FORCE BASE STRUCTURE

## STRATEGIC FORCES

### US TERRITORIES AND POSSESSIONS

<u>Installation/ Activity</u>	<u>Nearest City</u>	<u>Area</u>	<u>Major Unit/Activity/Purpose</u>
STRATEGIC (101)			
Andersen Air Force Base	Agana	Guam	43 Strategic Wing



AIR FORCE BASE STRUCTURE

STRATEGIC FORCES

FOREIGN OVERSEAS AREAS

NOT APPLICABLE

# AIR FORCE BASE STRUCTURE

## GENERAL PURPOSE FORCES

### FIFTY STATES

<u>Installation/ Activity</u>	<u>Nearest City</u>	<u>State</u>	<u>Major Unit/Activity/Purpose</u>
GENERAL PURPOSE (202)			
Luke AFB	Litchfield Park	AZ	58 Tactical Fighter Training Wing
Gila Bend AAF	Gila Bend	AZ	Auxiliary
Luke Weapons Range	Gila Bend	AZ	Range
Luke 01 AAF	Wittman	AZ	Auxiliary
Davis-Monthan AFB	Tucson	AZ	355 Tactical Fighter Wing
Sahuarita WRG	Sahuarita	AZ	Range
George AFB	Adelanto	CA	35 Tactical Fighter Wing
Cuddeback Lake WRG	Johannesburg	CA	Range
Homestead AFB	Homestead	FL	31 Tactical Fighter Wing
Eglin 09/Hurlburt AAF	Mary Esther	FL	1 Special Operations Wing
MacDill AFB	Tampa	FL	56 Tactical Fighter Wing
Avon Park AAF	Avon Park	FL	Auxiliary
Avon Park WRG	Avon Park	FL	Range
Moody AFB	Valdosta	GA	347 Tactical Fighter Wing
Wheeler AFB	Wahiawa	HI	22 Tactical Air Support Squadron
Mountain Home AFB	Mountain Home	ID	366 Tactical Fighter Wing
Saylor Creek WRG	Bruneau	ID	Range

<u>Installation/ Activity</u>	<u>Nearest City</u>	<u>State</u>	<u>Major Unit/Activity/Purpose</u>
<b>GENERAL PURPOSE (202) (continued)</b>			
England AFB	Alexandria	LA	23 Tactical Fighter Wing
Claiborne WRG	Forest Hill	LA	Range
Nellis AFB	Las Vegas	NV	474 Tactical Fighter Wing
			USAF Tactical Fighter
			Weapons Center
Indian Springs AAF	Indian Springs	NV	Auxiliary
Nellis WRG	Indian Springs	NV	Range
Holloman AFB	Alamogordo	NM	49 Tactical Fighter Wing
Cannon AFB	Clovis	NM	27 Tactical Fighter Wing
Melrose WRG	Melrose	NM	Range
Seymour Johnson AFB	Goldsboro	NC	4 Tactical Fighter Wing
Dare County WRG	Stumpy Point	NC	Range
Myrtle Beach AFB	Myrtle Beach	SC	354 Tactical Fighter Wing
Poinsett WRG	Wedgefield	SC	Range
Shaw AFB	Sumter	SC	363 Tactical Recon Wing
Bergstrom AFB	Austin	TX	67 Tactical Recon Wing
Langley AFB	Hampton	VA	1 Tactical Fighter Wing
			Tactical Air Command HQ
<b>AIRLIFT/SEALIFT (204)</b>			
Little Rock AFB	Jacksonville	AR	314 Tactical Airlift Wing
Travis AFB	Fairfield	CA	60 Military Airlift Wing
Norton AFB	San Bernardino	CA	63 Military Airlift Wing
Dover AFB	Dover	DE	436 Military Airlift Wing
Scott AFB	Shiloh	IL	375 Aeromedical Airlift Wing
Andrews AFB	Camp Springs	MD	89 Military Airlift Special
			Mission Wing



<u>Installation/ Activity</u>	<u>Nearest City</u>	<u>State</u>	<u>Major Unit/Activity/Purpose</u>
<u>AIRLIFT/SEALIFT (204) (continued)</u>			
McGuire AFB	Wrightstown	NJ	438 Military Airlift Wing
Pope AFB	Springlake	NC	317 Tactical Airlift Wing
Altus AFB	Altus	OK	443 Military Airlift Training Wing
Charleston AFB	Charleston	SC	437 Military Airlift Wing
McChord AFB	Tacoma	WA	62 Military Airlift Wing
<u>GUARD AND RESERVE (205)</u>			
Dobbins AFB	Marietta	GA	94 Tactical Airlift Wing (AFR)
Chicago-O'Hare IAP	Park Ridge	IL	928 Tactical Airlift Group (AFR)
Westover AFB	Chicopee	MA	439 Tactical Airlift Wing (AFR)
Minneapolis-St Paul IAP	Minneapolis	MN	934 Tactical Airlift Group (AFR)
Niagara Falls IAP	Niagara Falls	NY	914 Tactical Airlift Group (AFR)
Youngstown Municipal Airport	Vienna	OH	910 Tactical Fighter Group (AFR)
Greater Pittsburgh IAP	Coraopolis	PA	911 Tactical Airlift Group (AFR)
Willow Grove Air* Reserve Facility	Hatboro	PA	913 Tactical Airlift Group (AFR)
Gen Billy Mitchell Field	Milwaukee	WI	440 Tactical Airlift Wing (AFR)

\*AFR is the Air Force host on Willow Grove NAS, a Navy installation.

# AIR FORCE BASE STRUCTURE

## GENERAL PURPOSE FORCES

### US TERRITORIES AND POSSESSIONS

<u>Installation/ Activity</u>	<u>Nearest City</u>	<u>Area</u>	<u>Major Unit/Activity/Purpose</u>
GENERAL PURPOSE (202)			
Howard Air Force Base	Balboa	Canal Zone	24 Composite Wing

# AIR FORCE BASE STRUCTURE

## GENERAL PURPOSE FORCES

### FOREIGN OVERSEAS AREAS

<u>Installation/ Activity</u>	<u>Nearest City</u>	<u>Country/ Area</u>	<u>Major Unit/Activity/Purpose</u>
<b>GENERAL PURPOSE (202)</b>			
<b>RHEINLAND AREA</b>			
Bitburg Air Base	Bitburg	Germany	36 Tactical Fighter Wing
Ramstein Air Base	Landstuhl	Germany	86 Tactical Fighter Wing
Hahn Air Base	Lautzenhausen	Germany	50 Tactical Fighter Wing
Sembach Air Base	Sembach	Germany	601 Tactical Control Wing
Spangdahlem Air Base	Spang	Germany	52 Tactical Fighter Wing
Zweibrucken Air Base	Zweibrucken	Germany	26 Tactical Reconnaissance Wing
Aviano Air Base	Pordenone	Italy	40 Tactical Group
Kadena Air Base	Koza, Okinawa	Japan	18 Tactical Fighter Wing
Kunsan Air Base	Kunsan	Korea	8 Tactical Fighter Wing
Osan Air Base	Songtan	Korea	51 Composite Wing
Camp New Amsterdam Air Base	Soesterberg	Netherlands	32 Tactical Fighter Squadron
Clark Air Base	Angeles	Philippines	3 Tactical Fighter Wing



<u>Installation/ Activity</u>	<u>Nearest City</u>	<u>Country/ Area</u>	<u>Major Unit/Activity/Purpose</u>
GENERAL PURPOSE (202) (continued)			
Torrejon Air Base	Torrejon De Ardoz	Spain	401 Tactical Fighter Wing
Zaragoza Air Base	Zaragoza	Spain	406 Tactical Fighter Training Wing
Incirlik Air Base	Incirlik	Turkey	39 Tactical Group
Alconbury RAF	Alconbury	United Kingdom	10 Tactical Reconnaissance Wing
Lakenheath RAF	Lakenheath	United Kingdom	48 Tactical Fighter Wing
Upper Heyford RAF	Upper Heyford	United Kingdom	20 Tactical Fighter Wing
Bentwaters RAF	Woodbridge	United Kingdom	81 Tactical Fighter Wing
Woodbridge RAF	Woodbridge	United Kingdom	78 Tactical Fighter Squadron
AIRLIFT/SEALIFT (204)			
HESSEN AREA			
Rhein Main Air Base	Frankfurt	Germany	435 Tactical Airlift Wing
Yokota Air Base	Tokyo	Japan	345 Tactical Airlift Squadron
Mildenhall RAF	Mildenhall	United Kingdom	513 Tactical Airlift Wing

# AIR FORCE BASE STRUCTURE

## AUXILIARY FORCES

### FIFTY STATES

<u>Installation/ Activity</u>	<u>Nearest City</u>	<u>State</u>	<u>Major Unit/Activity/Purpose</u>
INTELLIGENCE AND COMMUNICATIONS (303)			
Shemya AFB	Atka	AK	6 Strategic Wing, Detachment 1
Richards-Gebaur AFB	Belton	MO	HQ Air Force Communication Service
RESEARCH AND DEVELOPMENT (306)			
Los Angeles AFS	El Segundo	CA	Space and Missile Systems Organization
Edwards AFB	Rosamond	CA	AF Flight Test Center
Coyote Flats Air Strip	Bishop	CA	High Altitude Test Landing
Eglin AFB	Valpariso	FL	Armament Development/Test Center
Laurence G Hanscom AFB	Bedford	MA	Electronic Systems Division, AFSC
Kirtland AFB	Albuquerque	NM	AF Weapons Laboratory
Arnold Engineering Development Center	Manchester	TN	Arnold Engineering Development Center

<u>Installation/ Activity</u>	<u>Nearest City</u>	<u>State</u>	<u>Major Unit/Activity/Purpose</u>
CENTRAL SUPPLY AND MAINTENANCE (307)			
Patrick AFB	Cocoa Beach	FL	AF Eastern Test Range



AIR FORCE BASE STRUCTURE

AUXILIARY FORCES

US TERRITORIES AND POSSESSIONS

NOT APPLICABLE

AIR FORCE BASE STRUCTURE

AUXILIARY FORCES

FOREIGN OVERSEAS AREAS

NOT APPLICABLE

AIR FORCE BASE STRUCTURE

MISSION SUPPORT FORCES

FIFTY STATES

<u>Installation/ Activity</u>	<u>Nearest City</u>	<u>State</u>	<u>Major Unit/Activity/Purpose</u>
STRATEGIC (401)			
Peterson AFB	Colorado Springs	CO	Aerospace Defense Command HQ 46 Aerospace Defense Wing
GENERAL PURPOSE (402)			
Hickam AFB	Honolulu	HI	9 Airborne Command and Control Squadron



AIR FORCE BASE STRUCTURE

MISSION SUPPORT FORCES

US TERRITORIES AND POSSESSIONS

<u>Installation/ Activity</u>	<u>Nearest City</u>	<u>Area</u>	<u>Major Unit/Activity/Purpose</u>
GENERAL PURPOSE (402)			
Albrook Air Base	Balboa	Canal Zone	USAF Southern Air Division

AIR FORCE BASE STRUCTURE

MISSION SUPPORT FORCES

FOREIGN OVERSEAS AREAS

<u>Installation/ Activity</u>	<u>Nearest City</u>	<u>Country/ Area</u>	<u>Major Unit/Activity/Purpose</u>
GENERAL PURPOSE (402)			
Hellenikon Air Base	Athens	Greece	7206 Air Base Group
AIRLIFT/SEALIFT (404)			
Lajes Field	Lajes, Azores	Portugal	1605 Air Base Wing

# AIR FORCE BASE STRUCTURE

## CENTRAL SUPPORT FORCES

### FIFTY STATES

<u>Installation/ Activity</u>	<u>Nearest City</u>	<u>State</u>	<u>Major Unit/Activity/Purpose</u>
GUARD AND RESERVE (505)			
4 Weekend Training Sites	Various		Air National Guard Training
CENTRAL SUPPLY AND MAINTENANCE (507)			
McClellan AFB	Sacramento	CA	Air Logistics Center
Robins AFB	Warner Robins	GA	Air Logistics Center
Wright-Patterson AFB	Fairborn	OH	AF Logistics Command HQ
Tinker AFB	Midwest City	OK	Air Logistics Center
Kelly AFB	San Antonio	TX	Air Logistics Center
Hill AFB	Clearfield	UT	Air Logistics Center
Wendover AFR	Wendover	UT	Range
TRAINING, MEDICAL AND OTHER PERSONNEL (508)			
Gunter AFS	Montgomery	AL	AF Data Systems Design Center
Maxwell AFB	Montgomery	AL	Air University
Craig AFB	Selma	AL	29 Flying Training Wing
Vaiden AAF	Uniontown	AL	Auxiliary Training Field



<u>Installation/ Activity</u>	<u>Nearest City</u>	<u>State</u>	<u>Major Unit/Activity/Purpose</u>
TRAINING, MEDICAL AND OTHER PERSONNEL (508) (continued)			
Williams AFB	Chandler	AZ	82 Flying Training Wing
Coolidge/Florence Airport	Coolidge	AZ	Auxiliary Training Field
Rittenhouse AAF	Rittenhouse	AZ	Auxiliary Training Field
Mather AFB	Rancho Cordova	CA	323 Flying Training Wing
Lowry AFB	Denver	CO	Technical Training Center
USAF Academy	Monument	CO	Officer Training
Chanute AFB	Rantoul	IL	Technical Training Center
Columbus AFB	Columbus	MS	14 Flying Training Wing
Marion County Airport	Hamilton	AL	Auxiliary Training Field
Keesler AFB	Biloxi	MS	Technical Training Center
Vance AFB	Enid	OK	71 Flying Training Wing
Kegelman AAF	Jet	OK	Auxiliary Training Field
Webb AFB	Big Spring	TX	78 Flying Training Wing
Colorado City AAF	Colorado City	TX	Auxiliary Training Field
Laughlin AFB	Del Rio	TX	47 Flying Training Wing
Eagle Pass AAF	Quemada	TX	Auxiliary Training Field
Reese AFB	Lubbock	TX	64 Flying Training Wing
Terry County AAF	Brownfield	TX	Auxiliary Training Field
Goodfellow AFB	San Angelo	TX	6940 Security Wing
Brooks AFB	San Antonio	TX	Aerospace Medical Division
Lackland AFB	San Antonio	TX	Basic Military School, USAF
Hondo Municipal Airport	Hondo	TX	Auxiliary Training Field

<u>Installation/ Activity</u>	<u>Nearest City</u>	<u>State</u>	<u>Major Unit/Activity/Purpose</u>
TRAINING, MEDICAL AND OTHER PERSONNEL (508) (continued)			
Randolph AFB	Universal City	TX	12 Flying Training Wing
Sequin AAF	Sequin	TX	Air Training Command HQ
Sheppard AFB	Wichita Falls	TX	Auxiliary Training Field
			Technical Training Center
ADMIN AND ASSOCIATED (509)			
Bolling AFB	Washington	DC	General Support for HQ USAF

<u>Installation/ Activity</u>	<u>Nearest City</u>	<u>State</u>	<u>Major Unit/Activity/Purpose</u>
CENTRAL SUPPLY AND MAINTENANCE (307)			
Patrick AFB	Cocoa Beach	FL	AF Eastern Test Range

AIR FORCE BASE STRUCTURE  
CENTRAL SUPPORT FORCES  
US TERRITORIES AND POSSESSIONS

NOT APPLICABLE



AIR FORCE BASE STRUCTURE

CENTRAL SUPPORT FORCES

FOREIGN OVERSEAS AREAS

NOT APPLICABLE

AIR FORCE BASE STRUCTURE

INDIVIDUALS

FIFTY STATES

NOT APPLICABLE

AIR FORCE BASE STRUCTURE

INDIVIDUALS

US TERRITORIES AND POSSESSIONS

NOT APPLICABLE



AIR FORCE BASE STRUCTURE

INDIVIDUALS

FOREIGN OVERSEAS AREAS

NOT APPLICABLE

## CHAPTER FIVE

### MARINE CORPS BASE STRUCTURE

#### I INTRODUCTION

- This Chapter presents the Marine Corps' approach to a basing structure and the relationship of this structure to the Marine Corps' tactical force structure. In addition base operating costs are identified.
- The National Security Act of 1947, as amended, prescribes the organization of the Marine Corps.

Based upon this directive, today's Marine Corps is organized into three active and one Reserve Division-Wing Teams, security forces for Naval installations, combatant vessels and embassies, plus a support establishment of operating bases, air stations, training centers, logistic and support bases and headquarters elements.

The Marine Corps has identified no future force programs which will change the basic organization of the Marine Corps or its installation alignment.

#### II BASE STRUCTURE OVERVIEW

##### A. Summary:

Marine Corps installations are situated so as to support tactical forces which are positioned for maximum responsiveness in the event of contingency operations.

##### B. Rationale for the Location of Major Marine Corps Forces:

Marine Corps operational commitments are projected to continue as they are today. Specifically, the Marine Corps will maintain one Marine Amphibious Force (MAF) on the East Coast of the U.S. available to CINCLANT for commitment anywhere in the Atlantic or Caribbean. This East Coast based MAF will also continue to provide up to two Marine Amphibious Units (MAUs) at all times for afloat deployments in the Atlantic, Caribbean, and Mediterranean, as necessary. This MAF will also continue to be earmarked as our primary force for Allied Command Europe (ACE) in event of NATO/Warsaw Pact hostilities.

One MAF will remain forward based in the Pacific with two thirds in the western Pacific and one third in Hawaii. This MAF will continue to provide two MAUs for afloat deployments in the western Pacific.

One MAF will remain based on the West Coast of the U.S., earmarked as a follow-on force for ACE in the event of a NATO conflict, or as a follow-on force for a conflict in Asia.

The Reserve Division Wing/Team will be prepared on short notice to augment the active structure with additional capabilities for a major war.

The general force plans for Fleet Marine Forces (FMF) are to maintain three active and one Reserve division wing teams at the maximum state of readiness and deployed so as to assure a capability for rapid and effective response anywhere in the world in support of the National strategy. The basic concept that links operating forces with the base structure is the essential requirement to maintain a base and logistics structure capable of:

- supporting peacetime force levels and operational commitments;
- accommodating rapid expansion to wartime force levels in event of mobilization; and,
- maintaining a training and logistics support posture that will provide sustained support for forces committed overseas under full mobilization conditions.

C. Rationale for the Location of Major Activities:

1. Operational bases supporting the FMF have the following specific requirements:

a. Adequate training areas for both vertical and over-the-beach amphibious assault training supported by fixed-wing aircraft and Naval gunfire ships.

b. Direct rail and highway access to mount-out ports (with one way transit time not exceeding four hours), and across-the-beach out-load capability for all amphibious shipping.



c. Helicopter shore facility located to afford direct mount-out and on-load of amphibious shipping at sea from shore based facility.

d. Light fixed-wing aircraft facilities, helicopter landing sites, and fixed wing VTOL sites within the Division area to support air-ground team training and operations.

e. Adequate facilities for combined arms training to include impact areas for live firing of organic weapons.

f. Remote areas with suitable beaches and undeveloped airfield sites for advanced deployed training of air-ground teams.

g. Ready access to established logistical supporting bases.

h. Sea, air, and beach areas with suitable adjacent maneuver areas inland for the accomplishment of integrated Navy/Marine amphibious operational training and exercises.

i. The above requirements are met by the location of both Camp Lejeune, Camp Pendleton, Camp Butler, and Marine Corps Air Station, Kaneohe Bay.

2. Aviation Combat Elements have the following requirements:

a. Fighter and Attack Squadrons (VMFA/VMA).

(1) A tactical jet air base within 100-200 miles of the Division base.

(2) Capability to conduct aircraft carrier qualifications within 100 miles of a suitable air installation aviation use in emergency situations such as low fuel state or fouled deck.

(3) Field Mirror Landing Practice at the field and other suitable outlying airfield within 100 miles of home base.

(4) High performance air combat maneuvering air space free from other activity and within 100 miles of home base.

(5) Sea and air space free from other activity for safe firing of Sidewinder, Sparrow, or other air-to-air missiles currently in the inventory of those which will be introduced or tested in the foreseeable future.

(6) Instrumented weapons range, targets and control facilities, free from other activity for safe firing of missile weapons systems and for Special Weapons Delivery Training.

(7) Targets and control facilities for delivery of air-to-air-surface ordnance in ground, sea and air space free from other activity and installations for accomplishment of necessary training with conventional ordnance. Targets within 100 nautical miles of home base. If located greater than 100 miles from home base, a support field with appropriate facilities will be required to support aviation unit deployments.

(8) Fixed and moving shore and seaborne targets for accomplishment of necessary all-weather training with conventional ordnance and guided stand-off weapons which are currently available or will be introduced.

(9) Ground Controlled Intercept/Marine Tactical Data System (GCI/MTDS) units located so as to promote air-to-air intercept training.

(10) Suitable air space for conduct of aerial refueling practice.

(11) The above aviation requirements are met by the locations of the following Marine Corps Air Stations: El Toro, Yuma, Cherry Point, Beaufort, Iwakuni and Kaneohe Bay.

b. Marine Attack Helicopter/Marine Light Helicopter/Marine Medium Helicopter/Marine Heavy Helicopter/Marine Observation Squadrons (HMA/HML/HMM/HMH/VMO).

(1) A helicopter air station located within 40 miles of a Marine division.

(2) High elevation confined area landing sites for training rotary wing pilots.

(3) Protected air space and ordnance target complexes within 50 miles of home port for training pilots and gunners.

(4) Outlying landing sites within 50 miles of home port for the conduct of syllabus training including Field Carrier Landing Practice.

(5) Facilities for all-weather training.

(6) Ready access to division training areas for combined arms and assault helicopter joint vertical training.

(7) Ready access to helicopter capable amphibious shipping (LHA/LPH) for the conduct of ship-based training and operations.

(8) These requirements are met by the locations of Santa Ana, New River and Futema.

3. Our operating bases for forward deployed units in Japan and Hawaii, generally meet the requirements as stated previously.

4. Twentynine Palms was originally established as an artillery training base and aviation gunnery range. However, the recently established Marine Corps Air Ground Combat Training Center increases the overall use of this facility because of the year round use by all elements of the Marine combined arms team. Twentynine Palms' size permits unrestricted firing in almost any direction in addition to the extensive ranges for air delivered ordnance. The Marine Corps Communications-Electronics School is also located at Twentynine Palms. This school was moved from San Diego to Twentynine Palms because of the absence of electromagnetic interference and conflicting electromagnetic transmissions in the area.

5. The Marine Corps has two logistic support activities, one at Albany, Georgia, and the other at Barstow, California. The Marine Corps Logistics Support Bases are geographically located so as to provide the required direct support to individual FMF's at near minimum operating and transportation costs. Both are located in areas of relatively stable labor markets where there is little or no competition from either government or civilian sectors for required labor skills.



6. The Marine Corps maintains two recruit depots, one at Parris Island in South Carolina, and the other at San Diego in California. The Marine Corps trained 48,413 recruits during Fiscal Year 1976. Neither the Recruit Depot at Parris Island nor the one at San Diego can handle the recruit load alone. Generally, recruits from the Western half of the nation are trained at San Diego and those from the East are trained at Parris Island. Women are trained only at Parris Island. The geographical location of the present depots reduces the travel costs of arriving recruits. The Marine Corps finds the present two depots and their location a satisfactory arrangement.

### III RELATIONSHIP OF MARINE CORPS BASE STRUCTURE TO FORCE STRUCTURE

#### - Strategic Forces (100)

Not applicable

#### - General Purpose Forces (200)

##### A. Fifty States, Territories, and Possessions

- The Marine Corps has three active Marine Amphibious Forces (MAF's). Two MAF's and a portion of the third MAF are based in the United States.
- The I MAF is based on the West Coast with its Headquarters and the 1st Marine Division (MARDIV) located at Camp Pendleton, California. The 3d Marine Aircraft Wing (MAW), the aviation component of I MAF has its fixed wing aviation elements located at Marine Corps Air Station (MCAS), El Toro, California and MCAS, Yuma Arizona. The helicopter elements of 3d MAW are located at MCAS (Helicopter) (MCAS (H)), Santa Ana, California and at the auxiliary field at Camp Pendleton. The 1st Force Service Support Group (FSSG), I MAF's logistical component is also located at Camp Pendleton. Force Troop units consisting mainly of a tank battalion and long range artillery are located at Marine Corps Base (MCB) Twentynine Palms, CA. An expedi-

tionary airfield has been established to support the Marine Corps Air Ground Combat Training Center (MCAGCTC) at Twentynine Palms. The addition of a reinforced infantry battalion and the remaining two companies of the tank battalion during FY 1978 will significantly increase activity and facility requirements at MCB Twentynine Palms. The West Coast based I MAF is the follow on force in the event of a NATO/Warsaw Pact war or a conflict in the Western Pacific area.

- The II MAF is based on the East Coast with its Headquarters at Camp Lejeune, NC. The 2d MARDIV, the ground combat component of the MAF, is also located at Camp Lejeune, as is the logistic component the 2d FSSG. The 2d MAF, the MAF's aviation component, has its fixed wing aviation units located at MCAS Cherry Point, N. C. and MCAS Beaufort, SC. The helicopter units are located at MCAS (H), New River, adjacent to Camp Lejeune. The East Coast based MAF is the Marine Corps primary force in the event of a NATO/Warsaw Pact war.
- The 1st Marine Brigade (MARBDE) is stationed at MCAS Kaneohe Bay, HI. The ground component of the Brigade consists of the 3d Marine Regiment of the 3d MARDIV, and associated support units. The aviation component of tactical fixed wing aviation and helicopters is also located at MCAS Kaneohe Bay. During FY 1978, one of the three infantry battalions and a portion of the aviation assets assigned to the Brigade will be continuously deployed. Dependents of the deployed personnel will be home-based at MCAS Kaneohe Bay and the requirement for facilities to support dependents will remain unchanged. The 1st Marine Brigade is immediately available for contingency operations in Asia.

#### B. Foreign Overseas Areas

The III MAF, consisting of ground, aviation, and logistic components is headquartered on Okinawa, Japan. The ground combat component consists of two regiments of the 3d MARDIV reinforced with certain Force Troop units and is located

at several installations on Okinawa collectively known as Camp Butler. The logistic component, 3d FSSG, is also located at Camp Butler. The Helicopter component is located at MCAS(H) Futema, Okinawa while a portion of the tactical fixed wing aviation component is based at MCAS Iwakuni Japan and the remainder on Okinawa. The forward based III MAF is immediately available for contingency operations in Asia.

- Auxiliary Forces (300)

Not applicable

- Mission Support Forces (400)

A. Fifty States, Territories, and Possessions.

- The two FMF Headquarters, Fleet Marine Force, Atlantic at Camp Elmore, Norfolk, VA, and Fleet Marine Force, Pacific at Camp Smith, Honolulu, HI, are collocated with Headquarters, Commander-in-Chief, Atlantic, and Commander-in-Chief, Pacific respectively, for command, control, and communications efficiency.
- The Mountain Warfare Training Center (MWTC) is located in Bridgeport, CA. The Center is necessary to support unit training requirements under terrain and climate conditions not available elsewhere in the Western United States. The Marine Corps mission in support of contingency plans requires Marines to be trained and equipped for amphibious operations in the full range of climate and geographical situations. The peculiar skills required to operate in cold weather and mountainous terrain can be attained only by training in such a climate and terrain. These conditions are available at the MWTC. The MWTC also provides the Marine Corps with a ready-made training environment to place individuals and units under certain physical and mental demands paralleling those found in combat.
- The Camp Garcia training area, on the island of Vieques, Puerto Rico, is the only facility now available to the Amphibious and Fleet Marine Forces (FMF) of the Atlantic Fleet, where amphibious landings and subsequent maneuvers



inland, accompanied by live firing of all weapons, including close air support aircraft, can be conducted. Commandant of the Marine Corps policy for many years has been to maintain Camp Garcia as an expeditionary type installation with facilities limited to the minimum essential to the preservation of the health and welfare of deployed units and the camp permanent party.

- Marine Corps Auxiliary Landing Field (MCALF) Bogue is located in North Carolina between Camp Lejeune and MCAS Cherry Point. The installation has been altered to accommodate the Expeditionary Airfield (EAF) program which is the present mission of the airfield. The installation is divided into two geographical areas; a garrison area and an expeditionary area. The garrison area provides support and services for those personnel in EAF training and for EAF equipment evaluation. The expeditionary area includes the airfield pavements and is operated only within the capability of the installed EAF equipment to retain as realistic combat environment as possible. MCALF Bogue is the only installation on the East Coast that provides training for flight and ground crews, Marine Corps engineer, and Naval Construction Battalion personnel in the installation, maintenance, use, and operation of EAF equipment.

- Central Support Forces (500)

A. Fifty States, Territories and Possessions

- The Marine Corps has two logistic support bases, one at Albany, GA, and the other at Barstow CA. They provide storage capability for the vast majority of the Marine Corps' war reserve stocks; stocks of items for which the Marine Corps is the DOD integrated materiel manager; and contain the Marine Corps Depot Maintenance Activities. In addition, the Marine Corps Logistics Support Base (MCLSB), Atlantic, Albany provides the Marine Corps weapons system/equipment support management capability. Both are highly flexible and capable of rapid expansion to accommodate changing priorities and/or contingency situations.

- The Marine Corps maintains two recruit depots, one at Parris Island, SC, and the other at San Diego, CA. The Marine Corps trained 48,413 recruits during Fiscal Year 1976. Neither The Recruit Depot at Parris Island nor the one at San Diego could handle the recruit load alone. Generally, recruits from the Western half of the nation are trained at San Diego and those from the East are trained at Parris Island. Women are trained only at Parris Island. The geographical locations of the depots reduces the travel costs of arriving recruits.
- The Marine Corps Development and Education Command (MCDEC) is located at Quantico, Virginia. MCDEC provides the professional development training for Marine Corps officers at the basic, intermediate, and senior level as well as providing precommissioning training for all Marine Corps officer candidates. Courses are also provided in communications and computer sciences for officers and enlisted. In addition, MCDEC develops the doctrine, tactics, techniques and equipment employed by landing forces in amphibious operations.
- Henderson Hall is located adjacent to Headquarters Marine Corps in Arlington, VA. Henderson Hall provides services and support to Headquarters Marine Corps, including but not limited to enlisted men's billeting and messing, enlisted and Staff Noncommissioned Officer clubs, post exchange services, and recreational facilities. Henderson Hall's collocation with Headquarters Marine Corps increases the efficiency of the support services it provides.
- Marine Corps Air Facility (MCAF), Quantico provides maintenance and support facilities for HMX-1. HMX-1 provides helicopter support for the President of the United States, the Vice President, members of the Cabinet, and foreign dignitaries. MCAF Quantico is situated within easy supporting distance of the Capital.

Individuals (600)

Not applicable.

A summary of the principal Marine Corps installations and associated properties follows as Table XIII.

TABLE XIII

SUMMARY OF NUMBER OF USMC INSTALLATIONS, ACTIVITIES AND PROPERTIES							
MISSION CATEGORY (IDPPC)	Fifty States		U.S. Territories and Possessions		Foreign Overseas Areas		Total
	Act.	Inact.	Act.	Inact.	Act.	Inact.	
STRATEGIC FORCES							
- None							
GENERAL PURPOSE FORCES							
- General Purpose (202)	13		3				16
AUXILIARY FORCES							
- None							
MISSION SUPPORT FORCES							
- General Purpose (402)	4		1				5
CENTRAL SUPPORT FORCES							
- Central Supply and Maintenance (507)	2						2
- Training, Medical and Other Personnel (508)	3						3
- Administration and Associated Activities (509)	2						2
INDIVIDUALS							
- None							
TOTAL USMC	24		1		3		28



#### IV BASE OPERATIONS COSTS FOR FY 1978

A. The following are indicative of Marine Corps base operating costs:

- Expenses incident to base command/staff services such as training, accounting and disbursing, fire and police protection, supply direction, industrial relations, and office services.
- All costs of routine recurring work required to keep items of base owned and operated equipment in working condition.
- Costs of providing services such as sanitation, operation of utility systems; utility costs; gasoline and oil for vehicles; janitorial services; trash and garbage disposal; laundry and dry cleaning services; and inventory and stock control.
- Other expenses of facility operation such as cooks' and messmen's clothing, individual field equipment and replacement of component parts of material that have deteriorated and which have not been corrected through maintenance.
- Alteration required to adjust interior arrangements, on-base location, or other physical characteristics of an existing facility so that it may be more effectively adapted to or utilized for its designated purpose. Additions, expansions, and extensions are not included in alterations.
- Construction (as authorized by law under the Operations and Maintenance appropriation) for the erection, installation, or assembly of a new facility; the relocation of a facility from another installation, collateral equipment installed in and made a part thereof; and related site preparation, excavation, filling and landscaping, or other land improvements.

B. A summary table is attached as table XIV.

#### V ACTIONS TO REDUCE ANNUAL BASE OPERATIONS COSTS

— Actions taken

- In 1973 the Marine Corps announced the closing of the Marine Corps Supply Activity, Philadelphia, PA

TABLE XIV  
MAJOR DEFENSE PROGRAMS  
MARINE CORPS BASE OPERATIONS COSTS (\$ MILLIONS) <sup>1/</sup>

Major Defense Programs	<u>Fifty States</u>	<u>U.S. Territories and Possessions</u>	<u>Foreign Overseas Areas</u>	<u>Total</u>
Strategic (01)				
General Purpose (02)	180.2	.9	58.0	239.1
Intell. & Comm. (03)				
Air/Sealift (04)				
Guard & Reserve (05)				
Research & Develop. (06)				
Cent. Supply & Maint. (07)	31.6			31.6
Trng. Med. & Other Pers. (08)	96.5 <sup>2/</sup>			96.5 <sup>2/</sup>
Admin. & Assoc. (09)				
Spt. of Other Nations (10)				
TOTAL MARINE CORPS	308.3	.9	58.0	367.2

<sup>1/</sup>Excludes Naval support appropriations elements.  
<sup>2/</sup>These figures represent the Marine Corps portion of the OSD Military Family Housing Management Account.

and the transfer of its functions to the MCLSBlant, Albany, GA. A series of internal Marine Corps studies indicated that this action would increase the efficiency of the inventory control function and result in a savings of 184 civilian positions and \$2.5 million annually. A further reduction of 111 civilians and \$900,000 has been programmed for FY 1978.

- Due to anticipated productivity increase the FY 1978 budget reflects a reduction of approximately 300 civilians and \$2.6 million in FY 1978. Further, to improve commissary operations and reduce appropriated funds support for commissary operations, the FY 1978 budget reflects the substitution of 191 part-time employees for 80 full-time employees resulting in an overall net savings of \$544,000.

- Alternatives

- The Marine Corps has identified no future force programs which will change the basic organization of the Marine Corps or its installation alignment.

- Problems

- The Marine Corps installation alignment is a small, efficient grouping of bases precisely tailored to support tactical organizations. The existing installation alignment does not allow any reductions or realignments without a transfer of function and commensurate military construction at another installation.

## VI MARINE CORPS BASE STRUCTURE

The installations, activities, and properties comprising the Marine Corps base structure are identified on the following pages by Installation Defense Planning and Programming (IDPP) Categories and are separated by those located in the fifty states; territories and possessions; and foreign overseas areas.



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ASSISTANT SECRETARY OF DEFENSE (INSTALLATIONS AND LOG--ETC F/G 15/3  
BASE STRUCTURE ANNEX TO MANPOWER REQUIREMENTS REPORT FOR FY 197--ETC(U)  
FEB 77

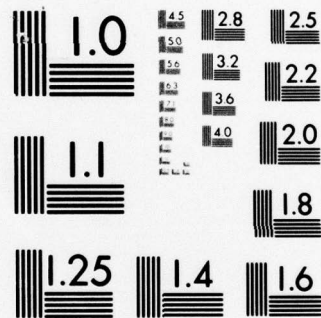
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MICROCOPY RESOLUTION TEST CHART  
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SECTION VI  
MARINE CORPS BASE STRUCTURE



### ABBREVIATIONS

ForTpsPac	Force Troops Pacific
HQ	Headquarters
HQMC	Headquarters Marine Corps
IMAF	First Marine Amphibious Force
MAG	Marine Aircraft Group
MarBde	Marine Brigade
MarDiv	Marine Division
MAW	Marine Aircraft Wing
MCAGCTC	Marine Corps Air Ground Combat Training Center
MCALF	Marine Corps Auxiliary Landing Field
MCAS	Marine Corps Air Station
MCAS (H)	Marine Corps Air Station (Helicopter)
MCB	Marine Corps Base
MCCE Schools	Marine Corps Communication-Electronics Schools
MCDEC	Marine Corps Development and Education Command
MCLSBLANT	Marine Corps Logistic Support Base, Atlantic
MCLSBPAC	Marine Corps Logistic Support Base, Pacific
MCOLF	Marine Corps Outlying Field
MCRD	Marine Corps Recruit Depot
MWTC	Mountain Warfare Training Center

MARINE CORPS BASE STRUCTURE

GENERAL PURPOSE FORCES

FIFTY STATES

<u>Installation/Activity</u>	<u>Nearest City</u>	<u>State</u>	<u>Major Unit/Activity/Purpose</u>
GENERAL PURPOSE (202)			
MCAS, Yuma	Yuma	AZ	Jet Training/Operational Support
MCAS, El Toro	Irvine	CA	HQ 3d MAW/Jet Training/Operational Support
MCB, Camp Pendleton	Oceanside	CA	HQ 1st MarDiv/Troop Training/Operational Support
MCB, Twentynine Palms	Palms Springs	CA	HQ ForTrpsPac/MCAGTC, MCCE Schools/Operational
MCAS (H), Sant Ana	Santa Ana	CA	MAG-16/Helicopter Training/Operation
MCAS, Beaufort	Beaufort	SC	MAG-31/Jet Training/Operational Support
MCAS, Kaneohe Bay	Kailua	HI	1st MarBde/Jet and Helicopter Training, Troop Training/Operations
MCAS, Cherry Point	Havelock	NC	HQ 2d MAW/Jet Training/Operational Support
MCOLF, Atlantic	Havelock	NC	Aviation Proficiency Training
MCALF, New Hanover	Wilmington	NC	Aviation Proficiency Training
MCB, Camp Lejeune	Jacksonville	NC	HQ 2d MarDiv/Troop Training Operational Support
MCOLF, Oak Grove	Jacksonville	NC	Aviation Proficiency Training/Troop Maneuver Training

MARINE CORPS BASE STRUCTURE

GENERAL PURPOSE FORCES

FIFTY STATES

<u>Installation/Activity</u>	<u>Nearest City</u>	<u>State</u>	<u>Major Unit/Activity/Purpose</u>
GENERAL PURPOSE (202) (continued)			
MCAS (H), New River	Jacksonville	NC	MAG-26/Helicopter Training/Operational Support
GUARD AND RESERVE (205)			
46 Reserve Centers	Various		Marine Corps Reserve Training



MARINE CORPS BASE STRUCTURE

GENERAL PURPOSE FORCES

FOREIGN AREAS OVERSEAS

<u>Installation/Activity</u>	<u>Nearest City</u>	<u>Country/Area</u>	<u>Major Unit/Activity/Purpose</u>
GENERAL PURPOSE (202)			
MCAS, Futenma	Futenma	Okinawa, Japan	MAG-18/Helicopter Training Operational Support
MCAS, Iwakuni	Iwakuni	Japan	MAG-12 and MAG-15/Jet Training/Operational Support
MCB, Camp Butler	Tengan	Okinawa, Japan	HQ IMAF, 1st MAW, and 3d MarDiv/Troop Training/Operational Support

MARINE CORPS BASE STRUCTURE

MISSION SUPPORT FORCES

FIFTY STATES

<u>Installation/Activity</u>	<u>Nearest City</u>	<u>State</u>	<u>Major Unit/Activity/Purpose</u>
GENERAL PURPOSE (402)			
MWTC, Bridgeport	Bridgeport	CA	Cold Weather and Mountain Warfare Training
MCALF, Bogue	Havelock	NC	2d MAW/Expeditionary Airfield Training
Camp H. M. Smith	Honolulu	HI	HQ FMFPAC/HQ CINCPAC
Camp Elmore	Norfolk	VA	HQ FMFLANT

MARINE CORPS BASE STRUCTURE

MISSION SUPPORT FORCES

U.S. TERRITORIES AND POSSESSIONS

Installation/Activity

GENERAL PURPOSE (402)

Camp Garcia

Nearest City

San Juan

Area

PR

Major Unit/Activity/Purpose

Atlantic Fleet/Force Training



# MARINE CORPS BASE STRUCTURE

## CENTRAL SUPPORT FORCES

### FIFTY STATES

Installation/Activity	Nearest City	State	Major Unit/Activity/Purpose
CENTRAL SUPPLY AND MAINTENANCE (507)			
MCLSBPAC	Barstow	CA	Depot Maintenance/Supply and Storage
MCLSBLANT	Albany	GA	Weapons Systems and Equipment Support/Depot Maintenance/Supply and Storage

## TRAINING, MEDICAL AND OTHER PERSONNEL (508)

MCRD, San Diego	San Diego	CA	Recruit Training
MCRD, Parris Island	Parris Island	SC	Recruit Training
MCDEC, Quantico	Fredericksburg	VA	Officer Professional Training/Specialized Enlisted Training/Research and Development Center

## ADMINISTRATION AND ASSOCIATED ACTIVITIES (509)

HQMC, Henderson Hall	Washington	DC	Headquarters, U. S. Marine Corps
MCAF, Quantico	Fredericksburg	VA	Helicopter Support for the President of the U.S., Cabinet members, and foreign dignitaries